

ORGANISATIONAL DEVELOPMENT & HR COMMITTEE

MINUTES: 8 November 2017

Present: Lyndsay Lauder (in the Chair)
Linda Johnston and Keith McKellar.

Attending: Audrey Cumberland (Principal); David Gunn (Director Organisational Development & HR) and Drew McGowan (Secretary to the Committee).

Apologies: Liz Connolly (VP Corporate Development) and Jim Hannigan.

OM165 DECLARATION OF INTERESTS

No interests declared.

OM166 MINUTES

The minutes of the meeting held on 13 September 2017 were approved.

OM167 ACTIONS FROM THE MINUTES

The Committee noted the actions taken since the last meeting.

OM168 UPDATE FROM DIRECTOR, ORGANISATIONAL DEVELOPMENT & HR

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

.1 College Improvement Plan: Update (OM155.1)

The Vice Principal Corporate Development tabled a report to update the Committee on the College Improvement Plan. The Director, Organisational Development and HR, provided an update of the staff-related projects within the College Improvement Plan in the Vice Principal Corporate Development's absence. The Committee noted that the progress of a number of staff-related projects were delayed due to industrial action in the College's previous term and the deferred roll-out of the Building Our Collective Future framework. The Committee **agreed** that it would be updated on progress of the College Improvement Plan at a future meeting. **[Action: LC]**

.2 National Bargaining: Update (OM155.2)

The Principal provided an update on the ongoing national bargaining negotiations with the Colleges Scotland Employers' Association and trade unions representing support and lecturing staff. The National Joint Negotiating Committee met on 5 October 2017 to discuss the outstanding elements of the May 2017 agreement; however, no final agreement was

reached and a future meeting is due take place in November. The Principal informed the Committee that the Scottish Government and the Scottish Funding Council had undertaken a “lessons learned exercise” with representatives of the Employers’ Association and the trade unions with the view of using the findings to improve national bargaining in the future. The Principal also spoke of her concerns regarding a national job evaluation in the sector, as the College had gone through a local job evaluation recently and the structures of Scotland’s 26 colleges are, naturally, different from one another. The Committee **agreed** that it would continue to be kept abreast of developments in the national bargaining negotiations at an appropriate future meeting. **[Action: AC]**

.3 Building Our Collective Future

The Director, Organisational Development and HR, presented the draft of the College’s new Building Our Collective Future framework – a set of core behaviours that focuses on how staff treat one another and provide services to students and other customers. A Working Group including trade union representatives will now focus its efforts on the implementation of the new framework. The Committee **agreed** that this significant piece of work would be brought to the Board’s next meeting in the Principal’s update and that the Committee would be kept updated on the implementation of the framework. **[Action: DG/AC]**

OM169 PEOPLE STRATEGY: PROGRESS REPORT (OM156)

The Director, Organisational Development and HR, tabled a report to update the Committee on the progress of the implementation of the People Strategy 2016-19 and provided an overview of recent developments. The Committee **agreed** that future progress reports would include a RAG system for reporting the status of work within the People Strategy and that a demonstration of the ODHR portal would be given at the next meeting. **[Action: DG]**

OM170 HEALTH AND SAFETY AUDIT REPORT (OM157)

The Director, Organisational Development and HR, tabled the College’s Internal Audit Report 2017/18 produced by Scott-Moncrieff. The Committee welcomed the very positive report, which acknowledged a number of areas of good practice in the College, and noted that the internal auditors had identified 6 low-level actions to be taken. The Director, Organisational Development and HR, provided more detail on the low-level actions and assured the Committee that work was already underway to address these issues. The Committee **agreed** that a report would be tabled at a future meeting on centrally held staff development information relating to health and safety. **[Action: DG]**

OM171 HSE IMPROVEMENT NOTICE

The Committee noted the Improvement Notice issued to the College by the Health and Safety Executive on 18 October 2017. The Director, Organisational Development and HR, provided a detailed summary of the incident and reported to the Committee that the HM Inspector of Health and Safety had stated that materials involved were relatively low risk and any potential exposure was likely to be minimal. Corrective action was being taken forward. The trade union representing the staff members involved has indicated that they are happy with the College's proposed corrective actions. The Director plans to meet the HM Inspector of Health and Safety along with the Director of Finance and Estates, Head of Estates and Head of OD and HR at the earliest possible opportunity to discuss the College's response. The Committee agreed that a further update would be given at the next meeting. **[Action: DG]**

OM172 EU GENERAL DATA PROTECTION REGULATIONS (OM159)

The Director, Organisational Development and HR, tabled a second update on the EU General Data Protection Regulations, which will come into force in the UK on 25 May 2018, for the Committee's information. The College is supporting the creation of a shared Data Protection Officer and is currently undertaking awareness raising within the College. The Committee **asked** that the Director clarify the details of a shared service of a Data Protection Officer to members via email. **[Action: DG]**

OM173 RISK

The Committee noted the Strategic Risk Register and no changes were proposed.

OM174 REPORTS FROM SUB-COMMITTEES

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

- i. Joint Consultative and Negotiating Committee for Lecturing Staff meeting of 6 September 2017
- ii. Joint Consultative and Negotiating Committee for Support Staff meeting of 6 September 2017
- iii. Health and Safety Committee meeting minutes of 21 September 2017.
- iv. Equality, Diversity and Inclusion Committee meeting minutes of 21 September 2017.

OM175 NEXT MEETING

The next meeting of the Committee will take place on Wednesday 14 February 2017 at 16:00 at the Paisley campus.

Chair's Signature: **Date:**

Organisational Development & HR Committee: Meeting of 8 November 2017

Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
8 Nov 2017	OM168.1 155.1	College Improvement Plan – Committee to be updated on progress	L Connolly		Future meeting
	OM168.2 155.2	National Bargaining – Committee to be kept informed of developments	A Cumberland	Committee to be updated at a future meeting.	Future meeting
	OM168.3	Building Our Collective Future – Committee to be updated on implementation of the framework	D Gunn A Cumberland		Future meeting
	OM169 156	People Strategy – i. future progress reports to include RAG system for reporting ii. demonstration of ODHR portal to be provided at next meeting	D Gunn	Demonstration of ODHR portal to be provided at next meeting	February meeting
	OM170 157	Health and Safety Audit – report on staff development information relating to health and safety to be provided	D Gunn		Future meeting
	OM171	HSE Improvement Notice – Committee to be updated on actions taken	D Gunn		February meeting
	OM172 159	EU General Data Protection Regulations (GDPR) – Director ODHR to provide details of shared service of a Data Protection Officer to members via email	D Gunn	Email containing information on shared service issued to all members	Complete
		Actions from previous minutes			
13 Sept 2017	OM155.3	Workforce Planning – I. Workforce plan to be included in People Strategy to make tracking progress easier;	D Gunn	Committee to be updated of the College’s progress of implementing the recommendations contained within the report.	Future meeting

		ii. Audit Report and Management Response provided to Committee			
	OM155.4	Developing the College KPI Dashboard – the Committee to discuss the KPIs to be adopted in the College’s Dashboard.	L Connolly	Written report to be submitted at the next meeting of the Committee.	November meeting
	OM158	Employee Wellbeing Survey – Healthy Working Lives Gold Award retained by the College and work is being undertaken for a revised HWL Three Year Rolling Plan.	D Gunn	HWL Three Year Rolling Plan to be presented to the Committee.	Future meeting

GMcA/23.01.18

TITLE: **BUILDING OUR COLLECTIVE FUTURE -UPDATE**

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

Action: The Committee is invited to note the update on implementation of the framework and seek clarification as required.

Lead: David Gunn, Director, Organisational Development & HR

Status: Open

Building Our Collective Future

“Building Our Collective Future” is a document containing a set of core behaviours which focuses on how all College staff and managers interact with each other and how we go about providing our services. This behaviours framework was developed following feedback from staff from the Collective Ambition Staff Survey and from the associated focus groups. People said they wanted to see certain behaviours being demonstrated so that West College Scotland would become the creative, supportive and enjoyable environment we wish it to be.

The behaviours in the framework document are clustered into six broad themes which are:-

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

The document provides examples of the type of approaches around these themes which would help all staff to become part of the collective culture or to make the collective culture even better. There are also examples of the type of approaches which could serve to weaken the culture and therefore undermine our collective ambition.

“Building Our Collective Future” is a flexible communication tool which will help us initiate discussions about our approach to things at West College Scotland with a view to driving forward our vision. It will be useful in a variety of contexts including, but not limited to, recruitment, personal development planning, providing feedback, induction, policy development, wellbeing initiatives and partnership working.

In January a short life working group was formed, in partnership with our trade unions and chaired by the Vice Principal Corporate Development, to consider how we can implement the “Building Our Collective Future” concept. It was decided that we would start with recruitment and informal conflict resolution. The next meeting of the group will consider a set of questions which will form part of the interview process, testing candidates’ fit with our behavioural themes. We will also consider a draft guidance document which describes how to use “Building Our Collective Future” in resolving disputes informally.

We have also considered how “Building Our Collective Future” impacts on the behaviour of students. Currently a framework for student behaviour is being considered using the “Building Our Collective Future” themes where possible in order to implement a collective cultural identity right across the College Community.

TITLE: **HWL 3 YEAR ROLLING ACTION PLAN**

Background: It was agreed at a previous Committee meeting that a Healthy Working Lives 3 year rolling Action Plan would be made available for background information.

Action: The Committee is asked to note the 3 Year Rolling Action Plan which has been approved by Healthy Working Lives as part of the Gold Award criteria.

Lead: David Gunn, Director Organisational Development and HR

Status: Open

Gold Award

Three year rolling action plan

Year 2016 -2018			
Action Required	Action Planned	Responsibility	Timescale
Information Campaign	World Mental Health Day www.wfmh.org/ Various information sent out	HR/Health & Safety	August - June
Information Campaign	European Health and Safety Week www.hse.gov.uk Signposted to a variety of Health and Safety initiatives on intranet	Health & Safety	August - December
Information Campaign	Smoking Numerous campaigns and consultations and meetings working towards smoke free campus Wear IT, Beat It British Heart Foundation on the awareness of heart disease and how to beat it.	Smoking Group/Health & safety/HWL Group	August - June
Information Campaign	National Salt Awareness Week Tinnitus Awareness	HWL Group/Health & Safety	March

Community involvement	Working with local charities, e.g. St Margaret's Hospice, Clydebank	College Wide	Ongoing
Community involvement	Training Dining Room open to community for small events, Christmas, etc.	College Wide	Ongoing
Benchmarking	Benchmark vis community Development Network	Health & Safety	Ongoing

TITLE: **PROPOSED REVISION TO PEOPLE STRATEGY**

Background: The People Strategy 2016/19 has been reviewed in accordance with the requirements of the Internal Audit Report on Workforce Planning dated April 2017, to ensure that it covers areas of workforce planning best practice. This has resulted in a revision to the Strategy through incorporation of the WCS workforce planning framework.

Action: The Committee is asked to approve the revision to the People Strategy.

Lead: David Gunn, Director Organisational Development and HR

Status: Open

West College Scotland

People Strategy

2016-2019



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People Strategy 2016 -2019

1. Introduction

West College Scotland delivers learning and vocational training to the West Region of Scotland, a catchment area of 1.2 million people, representing 23% of the resident population of Scotland. We have an important presence and deep roots in our main towns of Paisley, Clydebank and Greenock. Our 'footprint' stretches from Oban to Barrhead.

West College Scotland is committed to taking a leadership role in the West of Scotland and, together with partners and stakeholders, tackling significant social and economic deprivation which still characterises many of the towns and communities across the region. The College works across local authority boundaries and engages formally with seven authorities.

As Scotland's 2nd largest Regional College we provide education and training to over 30,000 students. The College manages total funds of over £69m including an overall turnover of £56m. We employ 1120 staff (800 FTE).

The College is one of the Region's largest employers and is uniquely placed to help shape the West Region's educational landscape and contributes to its social and economic development. The College adds £13m to the region's annual economic output and spends £37m in salaries every year.

At West College Scotland, we recognise the key role that Organisational Development and HR plays in the development, improvement and success of our College.

2. Strategic Priorities

Our vision of a "Collective ambition, pride and passion to be a vibrant and dynamic College – providing excellent education, training opportunities and services for our students, customers and communities" will be achieved by implementing the College's 11 Strategic Priorities. At the heart of our strategic priorities are our Ambitions, which include:

- **To have an engaged, flexible and modern workforce that is proud to work for West College Scotland**

This People Strategy is specifically aligned to and supports the implementation of the following Corporate level Strategic Priorities:

2.1. Inspirational and Innovative

Strategic priority 1

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

Strategic Objectives 1 & 2:

- To ensure a culture of inclusiveness is embedded throughout the College, promoting equality, appreciating diversity and giving every student the chance to reach their full potential.
- To develop a culture of continuous self-evaluation, involving staff and students, which will focus on improvement and development.

2.2. Supporting Success

Strategic priority 4

We will support the development of our staff to achieve successful outcomes for ourselves, our students and the college.

Strategic Objectives 3, 4 & 7:

- To promote the continual professional development of staff ,enhancing their capacity, capabilities, skills and expertise
- To support staff to work successfully with digital technologies
- To be an employer of choice, with positive staff relations at the heart of what we do, working in partnership with staff who are determined to make a difference and are committed to the purpose of the College.

2.3. Securing our future

Strategic Priority 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.

Strategic Objective 3:

- To ensure staffing and resources match curriculum development and support needs and meet activity targets effectively and efficiently.

The People Strategy will support the Strategic Priorities and Objectives through the following core Organisational Development and HR professional areas:

- Equality, Diversity and Inclusion: Strategic Priority 1
- Learning and Development: Strategic Priority 4
- Employee Relations: Strategic Priority 4
- Resourcing and Talent Planning: Strategic Priority 8
- Health Safety and Wellbeing: Strategic Priority 4
- Workforce Planning : Strategic Priority 4

3. Regional Outcome Agreement

The People Strategy also supports the implementation of the Regional Outcome Agreement 2014-17 in respect of the following objectives:

- Efficient and Sustainable Regional Structures
- High Quality and Efficient Learning
- A Developed Workforce

4. Organisational Development and HR Strategic Objectives

4.1. Equality, Diversity and Inclusion

4.1.1. Where are we now?

Equality is a fundamental principle which underpins College Strategy, procedures and processes.

The College systematically mainstreams equality, diversity and inclusion in its relationship with staff and students. The College assesses the fairness and effectiveness of equality policies through workforce monitoring. All staff have a sound understanding of equality and diversity through mandatory training.

4.1.2. Where do we want to be?

The College aims to continue being an inclusive organisation which respects and encourages diversity in all of its activities.

4.1.3. How do we get there?

The College will be proactive in removing barriers for its staff and students to enable them to achieve their potential.

4.1.4. How will we recognise success?

The College will systematically review and monitor the mainstreaming of equality, diversity and inclusion in all its processes for staff and students. The outcomes will be reported in the Organisational Development and HR Annual Report using recognised metrics.

4.2. Learning and Development

4.2.1. Where are we now?

The College has a comprehensive learning and development programme which meets short term business critical requirements but needs to take a more structured longer term approach to ensure we create an environment and culture where individuals and teams can achieve their potential and ultimately the success of our students.

4.2.2. Where do we want to be?

As a national policy, student and employer demand and patterns of provision change, the College needs to be able to respond with a range of up to date and flexible courses which reflect the needs and meet the changing expectations of students and employers. Adapting to such changes in demand poses particular challenges for staff and managers who need to take responsibility for their own continuing professional development.

The challenges of “Putting Learners at the Centre – Delivering our ambitions for Post 16 Education” – and further working with joint partner organisations, will mean that staff need to continue to develop new skills and different ways of working.

We need to ensure that people at all levels of the organisation possess and develop the skills, knowledge and experience to fulfil the short and long term ambitions of the College and they are motivated to learn ,grow and prosper.

The College recognises the need to develop the leadership potential of its Managers in order to continue to prosper in an increasingly complex and financially constrained environment and equip them with the necessary skills and behaviours to achieve their potential and maximise their talent.

4.2.3. How do we get there?

a) Develop Learning and Development Plans

- Collect and analyse data on learning needs
- Ensure career management process provides fair access of opportunity to all.

b) Design and Delivery of Learning and Development Interventions

- Ensure best use of innovative learning solutions to improve capability
- Provide a diverse learning approach to meet group and individual requirements across the organisation
- Manage learning and a training records system to highlight retraining requirements and safety critical skills in compliance areas.

c) Leadership Development

- Promote a culture in which leadership skills are valued and encouraged and are aligned to the strategic vision and values
- Design and deliver interventions to ensure senior and potential leaders have appropriate experience and capability as individuals and as a Leadership Team to fulfil the organisations strategic ambitions.

d) Talent Management

- Work with employees and management to ensure talent management procedures are embedded at work appropriately

4.2.4. How will we recognise success?

We will evaluate the learning impact. This shall be done by capturing and analysing data from learning and development interventions and through external accreditation eg. Investors in People.

4.3. Employee Relations

4.3.1. Where are we now?

The College has good working relations with recognised trade unions based on the values of mutual respect and trust. Formal channels of consultation and negotiation are based on Recognition and Procedure Agreements which include monthly Consultation and Negotiation meetings with trade union representatives during term time. Agreed Committee minutes are posted on the College intranet. Board members are provided with copies of the minutes at meetings of the Organisational Development and HR Committee. These

formal arrangements are complemented by regular informal, open agenda meetings with trade union representatives.

The College engages with trade unions at an early stage when proposing changes to procedures, practices and organisational design.

4.3.2. Where do we want to be?

The College wants to maintain positive employee relations in a challenging financial environment that will be significantly influenced by the introduction of national bargaining.

4.3.3. How do we get there?

The College will negotiate amended Recognition and Procedure Agreements with recognised trade unions which will clearly identify the scope consultation and negotiations at a local level. The successful informal approach used by management and trade unions to resolve issues at an early stage will continue.

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.

4.3.4. How will we recognise success?

The College will measure the success of their approach to employee relations by recording the use of collective and individual procedures. This will be analysed in an Organisational Development and HR Annual Report made available to the Board and staff.

4.4. Resourcing and Talent Planning

4.4.1. Where are we now?

As a publically funded body, the College has ensured that its recruitment procedures reflect good practice. The College operates a fair and objective recruitment and selection procedure which places emphasis on individual skills, abilities and experience. The College has been awarded the “Two Tick” Positive About Disability Status, whereby candidates who meet the essential criteria are guaranteed an interview. Selection criteria are reviewed regularly to ensure that it is justifiable and essential for effective performance of the role.

4.4.2. Where do we want to be?

The College wishes to ensure that it secures, develops, retains and effectively manages sufficient teaching and support staff to provide quality education to students and employer clients within the resources available. It wishes to attract and engage diverse, talented individuals from different backgrounds, heritages and lifestyles.

The College wishes to be an “Employer of Choice” by becoming recognised for its positive working environment and conditions of employment.

4.4.3. How do we get there?

The College will review local terms and conditions of employment to ensure that it continues to attract and retain well qualified, experienced and motivated staff and will promote the benefits including non-monetary rewards. In particular the College recognises that many staff have domestic and other caring responsibilities which means they cannot commit to traditional working patterns.

The College will ensure that its employment practices promote provisions for flexible working, part time working and other family friendly procedures in order that staff may achieve an appropriate work life balance.

The College will develop an employer brand by identifying and articulating the organisation's core values and behavioural expectations. Existing and prospective employees will be advised about the organisations values and behavioural expectations. The college will ensure that the values and behavioural expectations permeate the College procedures and processes. It will develop ongoing communication and engagement plans to ensure that employees and other stakeholders understand and respect the organisations values and behavioural expectations; disseminating key messages. The College will listen to feedback from staff to inform decisions.

The College will assess the overall current and future resource and talent levels within Faculties and Departments. This will result in planning to fulfil resourcing and talent needs across the College.

4.4.4. How will we recognise success?

The College will provide reliable and relevant management information by analysing resource data such as turnover, retention, new starts. This will be compared against national benchmarks. The information will be analysed in an Organisational Development and HR Annual Report which will be made available to the Board and staff.

The College will collect and analyse responses from employee surveys.

4.5. Health, Safety and Wellbeing

4.5.1. Where are we now?

The College is committed to maintaining a safe and healthy environment for students, staff, contractors and visitors in accordance with its statutory responsibility.

A Health and Safety Committee chaired by the Director Organisational Development and HR has been established since merger and includes both trade union and student representatives. Minutes are posted on the College intranet. Health and Safety Sub Committees have been established at each of the three College Campuses and these are chaired by an Assistant Principal. The College commissioned Zurich Risk Engineering to carry out a review of current health and safety systems and processes against the key elements of the HSE Guidance HSG 65 "Managing Health and Safety" to assist with

identifying good practices that can be replicated across the College and areas that may require further attention. Zurich submitted the report to the College in February 2015. The College has also been accredited with the Scottish Government's Healthy Working Lives Gold Award. This scheme is an outcome focused approach to support employers and employees to achieve a healthier and safer environment.

4.5.2. Where do we want to be?

The College will demonstrate that there is a robust system for managing health, safety and risk with clear accountability, to ensure compliance with statutory requirements. The College will maintain the Healthy Working Lives Gold Award accreditation.

4.5.3. How do we get there?

The College has developed an Action Plan to implement the Zurich Report and progress will be reported to the Organisational Development and HR Committee. The health and safety structure, policy and arrangements will be developed in line with the Health and Safety HSG 65 Guidance adopting the principles of Plan, Do, Check, Act.

The College will continue to promote healthier life styles improving physical and mental health.

4.5.4. How will we recognise success?

The College will successfully implement the Zurich Report and maintain the Healthy Working Lives Award. It will also use recognised metrics to measure the success of the approach to health, safety and wellbeing. This will be analysed in an Organisational Development and HR Annual Report made available to the Board and staff.

4.6. Workforce Planning

4.6.1. Where are we now?

Workforce planning is the process that organisations use to make sure that they have the right people with the right skills in the right place at the right time.

An internal Audit Report on Workforce Planning in April 2017, stated that "the College's workforce planning align with best practice, as highlighted in Audit Scotland's Public Sector Workforce Good Practice Guide, in a number of areas". They also noted a number of areas where existing arrangements could be improved to fully align with best practice

4.6.2. Where do we want to be?

The College will comply with best practice as defined in Audit Scotland's Public Sector Workforce Good Practice Guide.

4.6.3. How do we get there?

The College has adopted a Workforce Planning Framework, Included as Appendix 1 which will be implemented by a Work Group which includes member of the College Executive and Senior Management

4.6.4. How will we recognise success?

The College will implement recommendations from the Internal Audit Report on Workforce Planning dated April 2017. This will be inclusive of a 5 year Workforce Plan which will be monitored by the Executive and Organisational Development and HR Committee.

5. Implementation Of People Strategy

The People Strategy will be implemented through the Annual College Operational Planning process.

Ordinarily Plans will be drafted during January and February of each year. The Executive will approve the Plans in April of each year.

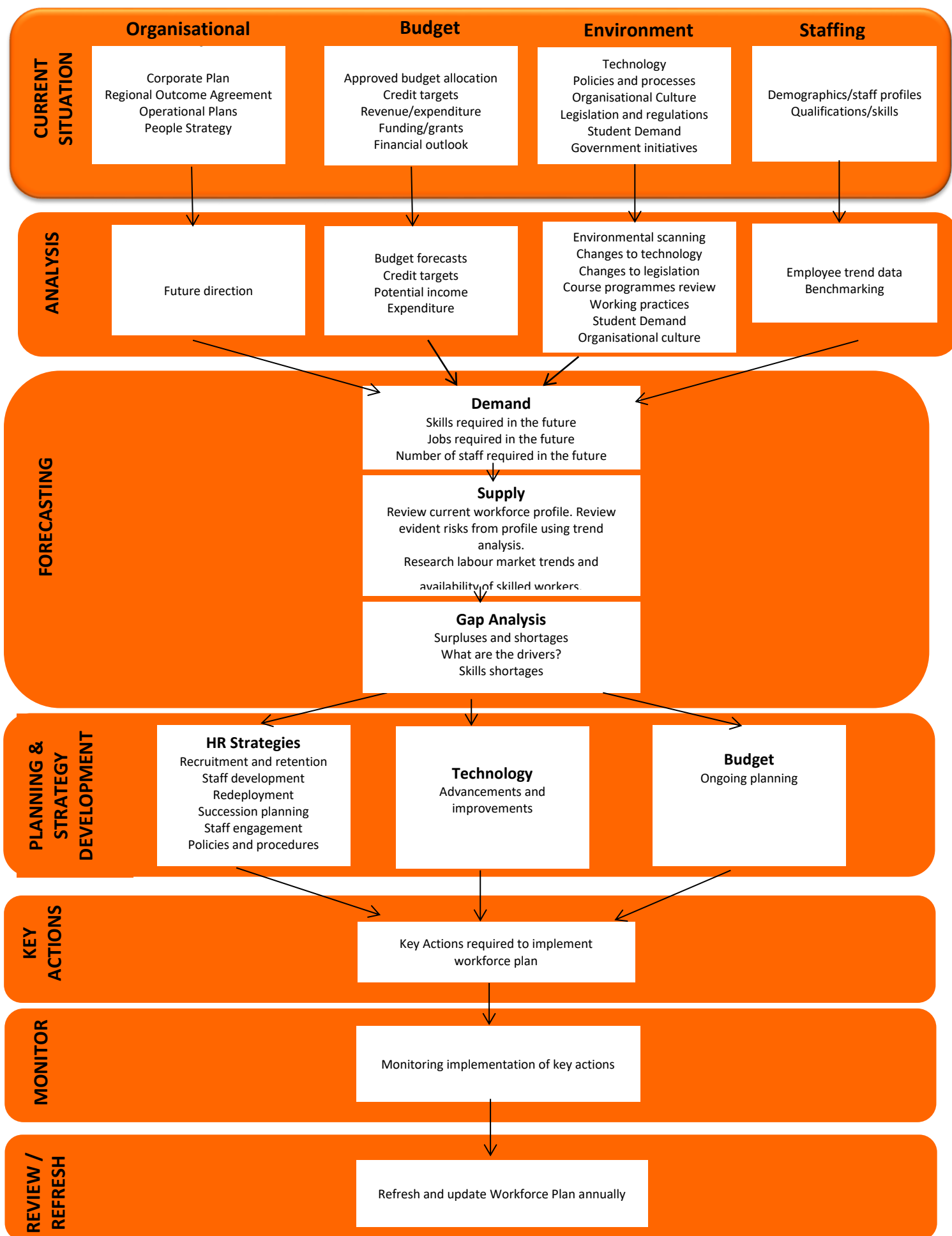
6. Monitoring And Review Of People Strategy

The Organisational Development and HR Committee will be responsible for monitoring the implementation of the People Strategy on an Annual basis.

When reviewing progress the Committee should:

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

Appendix 1 Workforce Planning Framework



TITLE: **PEOPLE STRATEGY PROGRESS REPORT**

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)	RAG Status
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 April 2018</i></p> <p>Status</p>		

			<p>The underpinning framework is now complete and an outline for the document has been developed. A short life working group of senior management representing finance, teaching, corporate development and human resources has been assembled to address the content. Responsibilities have been allocated.</p> <p>Commentary</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>		
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 at first thought therefore the original timescale was not met. However we are now a Carer Positive accredited employer. We are currently putting together and overall strategy document.</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</p>		

			mindfulness training, which can help staff to deal with the pressures of being a Carer.		
1 2 12 29			<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>The Trade Unions have agreed with the Behaviours Framework which has now been retitled “Building Our Collective Future”. Staff consultation is complete. A short life working group has been considering implementation and we now have draft guidance of using the framework in informal dispute resolution as well as proposals to use the framework in recruitment.</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>		
26 32		3.1	<p>Target</p> <p>Develop actions in response to rising levels of sickness absence to include raising awareness amongst staff and line managers.</p>	Long term absence is closely monitored and responded to through a regular HR Managers	

			<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>	meeting chaired by the Director Organisational Development & HR.	
12 29 32		3.1	<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>Due to unforeseen operational difficulties the target date has been exceeded. However the development of the strategy is now making good progress.</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,</p>		

			flexible working policies and also training for staff and managers on key issues such as mental ill health, stress, resilience etc. The aim of the strategy will be to take a collective overview of the procedures and supports currently in place, improve or enhance these and then communicate the mechanisms/opportunities available to all staff and managers.		
12 25		3.1	<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>The Portal is now complete and will be officially launched in February 2018.</p> <p>Commentary</p> <p>This activity involves developing the HR area of SharePoint so that documents are readily accessible to staff. A similar exercise was undertaken for Health & 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>College has engaged the services</p>		

			<p>The Universities and Colleges Shared Services (UCSS) have reported that there is sufficient support in the sector to establish a shared Data Protection Officer service. A cross sector group has been established to oversee implementation.</p> <p>The Universities and Colleges Shared Services (UCSS) have established a College Sector Data & Information Managers Group to share experience and good practice.</p> <p>Awareness raising has taken place in the College with presentations to Heads, Operational Managers and CQLs.</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>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</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>	

			require technical modifications to iTrent and close communication with affected staff members.		
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>CDN have been selected as the preferred supplier following a competitive tendering process.</p> <p>The programme will commence on 27th February 2018 with 2 cohorts of 15 delegates.</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>The target has changed. The PDA certificate will not be our baseline qualification.</p>		

			<p>The workforce development group has now developed an alternative approach with a clearly described pathway for CPD for teaching staff.</p> <p>The baseline qualification will be “Teaching in Colleges Today” offered by the College Development Network.</p> <p>Commentary The College has decided to take a more planned and focussed approach to the support and development of our teaching staff.</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>Going forward the aim is to have an annual programme of training to allow staff to plan their training along with their managers under the CPDR process.</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 2017-18 covering information technology, management, health and wellbeing, personal development and support for teaching.</p> <p><i>June 2018</i></p>		

			<p>Status</p> <p>New programmes are currently being offered to staff.</p>		
8 32		<p>1.1 1.2 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 delivered by the Head of Organisational Development & HR. Three pilot courses have taken place and feedback has been excellent. The course will now become an established regular offering and will act as a feeder into the WCS Leadership Development Programme.</p> <p>In addition the College is offering supplementary management training such as managing absences and CPDR.</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 delivered by the Head of Organisational Development & HR.</p> <p>Supplementary training is also being offered through the course programme.</p>	

8 32		1.1 1.2 1.2	<p>Target</p> <p>Ensure the successful rollout of the CPDR process.</p> <p><i>By end of December 2017</i></p> <p>Status</p> <p>Training has been provided for managers. Further courses are scheduled for anyone who missed the training. CPDR meetings are taking place throughout the College.</p>		
12 29		3.1	<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 2017. The College has retained its Gold Award. A refreshed programme of activity has been developed.</p> <p>The College won the CDN Award for the Health Promoting College Category. A ceremony took 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 won the CDN Award for the Health Promoting College Category. A ceremony took place in November 2017.</p>	
32		3.1	<p>Target</p> <p>Prepare an annual programme of policy and procedural review for Health and 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</p>		

			not exposing the employee to any identifiable risk. This work will ensure that health surveillance is used in the most appropriate way.		
8 32		3.1	<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 completed in November 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 32		1.1 3.1	<p>Target</p> <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 complete on the Health & Safety Information Centre (staff intranet).</p> <p>Commentary</p>		

			This is a continued expansion of the work accomplished to date on the Health & Safety section of the staff intranet. The Health & Safety Information Centre has been incorporated into the Organisational development and HR Portal.		
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>Work is now ongoing.</p> <p>The EDI Manager deliver Unconscious Bias Training at CQL forums on 6th, 8th, and 10th November. The courses evaluated very well.</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 EDI 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 was successfully delivered to the Board on 9th October 2017.</p> <p>An independently chaired Short Life Working Group has been set up to consider improvements in diversity on the Board of West College Scotland.</p> <p>Commentary</p> <p>The scope of the presentation included:</p> <ul style="list-style-type: none"> • Deliver EDI Good Practice Update to Board • Review advertising of Board appointments • Increase use of social media and existing networks to advertise opportunities • Ask existing members to update their equality data to better understand their profile in terms of diversity • Raise awareness of the role of Board members and the benefits it offers to the individual and the community 		
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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>A new EDI e-learning package has been launched for completion by all staff.</p> <p>Activity</p> <p>Activity will include the following:</p> <ul style="list-style-type: none"> • Develop an EDI CPD area on the staff intranet providing information about the range of courses available • Procure online training for staff which is tailored to WCS policies and processes • Deliver further Unconscious Bias training, targeting Teaching Staff in gender imbalanced subjects as a priority • Develop and publish case studies to engage with staff in ways to further advance equality 		
1, 4	2, 4	1.3, 2.4	<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>Work is currently ongoing.</p> <p>The EDI manger has met the new Student President to plan 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>Work is currently ongoing.</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 		

			<ul style="list-style-type: none"> 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>		
29 32		1.1 1.2 1.3	<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 RPA's.</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: **IMPROVEMENT NOTICE ISSUED BY HEALTH AND SAFETY EXECUTIVE (HSE)**

Background: The incidents relating to the improvement notice being issued by HSE have been fully investigated by the College. A meeting with the HM Inspector of Health and Safety has taken place.

Action: The Committee is asked to note the update provided in email correspondence with the HM Inspector which details the corrective action being taken by the College and his response.

Lead: David Gunn, Director Organisational Development and HR

Status: Open

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

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

Action: The Committee is asked to note the progress made.

Lead: David Gunn, Director Organisational Development and HR

Status: Open

GDPR Update

West College Scotland, along with a number of Scotland's Colleges, is now firmly committed to meeting the GDPR requirement to appoint a Data Protection Officer by procuring a shared service from Universities & Colleges Shared Services (UCSS). The preparatory work in setting up that service is ongoing with the aim of having the service in place by May 2018.

In the meantime the College continues to prepare for the GDPR coming into force.

In order to do this we have retained the services of Laura Irvine of BTO Solicitors LLP who has a high degree of expertise and experience in Data Protection. On the 18th January 2018 Laura ran a workshop for the College attended by a range of key stakeholders across the College who have the responsibility of keeping and processing data.

The purpose of the workshop was to conduct a high level data audit to identify what data the college holds, how it is kept, who is responsible, how it is disposed of etc. The output from the workshop was a large spreadsheet containing key details about the data we keep.

The next action is to meet with Laura Irvine on the 5th February 2018 in order to develop a prioritised action plan based on the information from the data audit.

TITLE: STRATEGIC RISK REGISTER

Background: Under the Corporate Governance Code the Board of Management is tasked with ensuring a framework of risk management and control is in place. This paper presents to the HR & OD Committee the considerations of the College Senior Management Team (SMT) in relation to the College Strategic Risk Register.

Action: The HR & OD Committee is requested to review and approve the Strategic Risk Register and in doing so consider:

- The risks included in the register;
- The risk ratings both pre and post mitigation;
- The removal of risks 14;
- Whether any other risks should be considered for removal; and
- Whether any new risks should be considered for inclusion.

Lead: David Gunn, Director Organisational Development and Human Resources

Status: Open

1. Risk Management Strategy

- 1.1 The West College Scotland Risk Management Strategy was approved by the Board of Management and is subject to ongoing review by the Audit Committee.

2. Considerations of Board Sub-Committees and Senior Management Team

- 2.1 The College Senior Management Team (SMT) has carried out a periodic review of the College strategic risk register for consideration by Board Committees prior to presenting this at the next Board of Management meeting in March 2018. A copy of the previous version of the risk register, and the proposed updated version, are provided with this report.

- 2.2 The SMT have made the following changes to the Strategic Risk Register:

Risk 1 – Impact of SFC funding changes

The description for Risk 1 was previously stated to be as follows:

‘Impact of SFC funding changes including credits, European, ELS, student support and estates maintenance funding.’

This has been revised in order to more fully recognise the nature of the risk arising, with the risk description now reading as follows:

‘Negative impact of SFC funding changes including revised Credit model; reduction in European funding; changes in One Plus activity; changes to levels of student support funding; and impact of estates maintenance funding methodology.’

The pre and post mitigation scores for Risk 1 have not been altered and this remains the highest ranked risk faced by the College.

Risk 2 – Failure to secure estates capital funding

The description for Risk 2 was previously stated to be as follows:

‘Failure to secure estates capital funding for future investment or refurbishment.’

This has been amended in order to recognise the broader nature of this risk as being not only in relation to buildings, but also in relation to information technology, and now reads as follows:

‘Failure to secure adequate estates maintenance/capital funding for future investment or refurbishment of IT and physical infrastructure.’

There have been no changes to the pre or post mitigation scores for Risk 2.

The potential to combine risks 2 and 3 was also considered by the College SMT given the similar nature of each risk – although Risk 3 is slightly different in nature given it relates specifically to estates business cases. SMT agreed that this would be referred to the Estates Committee for consideration.

Risk 3 – Business cases for development of the College estate are delayed

No change has been made to this risk subject to further consideration by the Estates Committee as outlined above.

Risk 4 – Intensification of the SFC Regional Outcome Agreement process (previously risk 5)

The description for this risk previously read as follows:

‘The College is unable to meet student targets leading to a failure to deliver stated Regional Outcome Agreement (ROA) objectives.’

However this has been updated in order to reflect the change of emphasis in relation to the SFC Regional Outcome Agreement process and the challenges arising in relation to the changing educational landscape, with particular reference to schools and the allocation and use of Scottish Government Attainment funding. The revised description for Risk 4 now therefore reads as follows:

‘Intensification of the SFC Regional Outcome Agreement process requires the College to be more ambitious in delivering and sustaining outcomes at a time of limited resource and changing educational landscape, particularly in relation to schools.’

Given this intensification of the SFC ROA process the SMT were minded to increase the pre mitigation risk impact score from 3 to 4 resulting in an overall post-mitigation risk rating score of 20. This is pre mitigation score of 20 is higher than the previous rating of 15, and thus has resulted in the risk moving from position 5 to position 4 on the strategic risk register.

Risk 5 – Impact and outcomes arising from National Pay Bargaining (previously Risk 4)

The prominence of the Regional Outcome Agreement in the relationship between the College and the SFC has move the impact of national bargaining down the Register. As the outcome of the negotiation process becomes clearer along with the potential impact on the College this downward movement appears correct. No change to this risk scoring was considered necessary.

Risk 6 – Failure to maintain or acquire and use It systems and infrastructure to support the digital ambitions of the College (previously risk 10)

The description for this risk previously read as follows:

‘Failure to maintain or acquire and use IT systems and infrastructure to support strategic improvement in business and learning processes.’

However this was reviewed in light of ongoing College dialogue with the SFC regarding the need for investment to meet College Digital Strategy requirements. The risk description has therefore been revised to:

'Failure to maintain or acquire and use IT systems and infrastructure to support the digital ambitions of the College'.

The SMT view this as being a critical area for the College and as each year passes with a stagnant level of investment in addressing digital requirements the impact of the risk will increase. This is evidenced by recent Education Scotland review outcomes. The pre mitigation risk impact score has therefore been increased from 3 to 4 resulting in a total risk rating of 16. With limited visibility on the availability of future funding the post mitigation risk probability score has been increased from 3 to 4 resulting in a total score of 12.

This movement upward movement in rating result in the risk moving from the ranking of (10) on the register to a ranking of (6).

Risk 7 - Inadequate business continuity/cyber resilience planning (previously risk 6)

The risk description previously read as follows:

'Inadequate business continuity / contingency planning.'

However this has been revised in order to recognise the increasing prominence of cyber security and resilience, and now reads as follows:

'Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery.'

Although the risk description has been widened, the SMT believes that based on recent internal audit work and the preparation work being undertaken by the College there is no requirement to change the risk scoring. The mitigations in relation to this risk have been updated in order to recognise the work that has been undertaken and is being progressed by the College in relation to cyber resilience.

Risk 8 – Unable to develop and commence the implementation of an Estates Strategy (previously risk 7)

SMT considered that no changes were required to this risk.

Risk 9 – Inability to maintain positive staff relations (previously risk 8)

SMT considered that no changes were required to this risk.

Risk 10 – Failure to implement a systematic approach to workforce planning (previously risk 9)

SMT considered that no changes were required to this risk.

Risk 11 – Inability to specific, deliver and effectively implement an approach to generation of alternative income (previously risk 12)

With the likelihood that SFC funding for the coming year being of a similar level to this year the SMT consider the impact of the failure to deliver on alternative income

targets to have a greater impact on the College budget. As such the pre mitigation risk impact score has increase from 3 to 4 and the score increased to 12. Even after the mitigating actions have been implemented, given the critical nature of this income generation to the delivery of a break even budget the post mitigation score risk impact score has also increased from 2 to 3 giving a total score of 9.

Risk 12 – failure to invest sufficient resource into delivery of College Carbon Management Plan (previously risk 11)

The achievement of carbon reduction targets is embedded in the Regional Outcome Agreement. The SMT consider that no change is required to this risk.

Risk 13 – Compliance with General Data Protection regulations (GDPR)

SMT considered that no changes were required to this risk.

Risk 14 – Investment plans do not reflect future requirements

The SMT consider that the content of this risk is captured within risk 2 and that it should therefore be removed.

Risk 15 – Complexity of sequencing estates investment works

SMT considered that no changes were required to this risk.

Risk 16 – Failure to analyse and respond effectively to changes such as ONS implications

The SMT consider that the implications of ONS are either now well understood and have been/are being addressed. However there remains one key issue at this time still without a clear resolution – which is the impact of the end of the 3 year derogation from the Scottish Government regarding the purchase of commercial insurance. A business case has been presented to the Scottish Government by Scotland’s Colleges requesting a continuation of the derogation and they are awaiting feedback. As the outcome is unclear as is the impact it may have this risk will be considered further during the next cycle of Committee reviews. At this stage the working of the risk description and the mitigations have been revised slightly.

- 2.3 The Strategic Risk Register has been updated based upon the above considerations and is presented to the Committee for review. The considerations of this Committee will be consolidated along with the feedback from the other Board Committees during the forthcoming round of meetings. The Audit Committee will then consider all Committee feedback and make recommendations to the Board of Management at its next meeting in relation to any changes required to the strategic risk register.

3. West College Scotland Risk Management Training and Assurance

- 3.1 In addition to ongoing review of the strategic risk register the College will progress the following training during 2018 in order to further develop risk management systems:

- A Board of Management session facilitated by Mott MacDonald to review the College Risk Management Strategy and risk appetite of the Board has been arranged prior to the March 2018 meeting; and
- College Heads of Department will undergo an introduction to risk management as part of the development of the operational risk management process.

4. Conclusion

4.1 The Committee is requested to review and approve the strategic risk register and consider:

- The risks included in the register;
- The revised risk rating both pre and post mitigation;
- The removal of risk 14;
- Whether any other risks should be considered for removal; and
- Whether any new risks should be considered for inclusion.

TITLE: REPORTS FROM SUB-COMMITTEES

Background: Reports from the meetings of the Sub-Committees are attached for the Committee's consideration. These include:

- a. Health and Safety Committee – 22 November 2017
- b. Equality, Diversity & Inclusion Committee – 14 December 2017
- c. LJCNCL – 11 October 2017
- d. LJCNCL – 20 December 2017
- e. LJCNCS – 11 October 2017
- f. LJCNCS – 20 December 2017

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

Lead: David Gunn, Director of Organisational Development and HR

Status: Open

Present:

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

Apologies:

Angela Pignatelli	Assistant Principal
Douglas Porter	EIS/FELA (Paisley Campus)

Action

Responsibility

- 1 Review of Previous Meeting Notes and Action Points**
 Minutes of meeting held on 13th September 2017 were reviewed.

The draft minute to be amended to say that tender documents are being submitted to identify a contractor to progress Waterfront Campus heating issues, instead of “resolve”.

DMcP
- 2 Matters Arising from Minutes**
 Signage now in place to identify toilets for LGBT use.

The delay on the Greenock Campus fire alarm system will be considered as part of the overall review of fire safety arrangements.

KB

Drop in sessions to be organised for staff who require additional guidance on The Educational Visits and Field Trip Procedure.

KB/DMcP

JR has asked Marketing to issue further communication to staff about inappropriate parking at Paisley and Clydebank Campuses

Works to Waterfront Campus heating system are expected to start in January.

Student Representatives to be encouraged to attend sub committees and main committee meeting.

DG

HR Department continuing to advise KB of new starts.

Defibrillator and first aid training has been arranged.

Action	Responsibility
It is hoped that the works to the clipper saw at Clydebank Campus will commence before Christmas.	
DG is taking forward the issue of first aid training for PMA's.	DG
The asbestos register is now on the shared drive.	
KB advised that we will be notifying staff of the costs involved in failing to attend occupational health appointments when arranging the next round of clinics.	DG
KB advised various HWL workshops arranged and initiatives promoted. JR to arrange campus based HWL groups.	JR
3 Progress of Sub Committees	
Greenock Campus	
PP advised that Estates have been given assurance by the manufacturer of the new engineering machines that the emergency stops on the machines are sufficient. Further meeting to take place regarding additional emergency stops on the perimeter walls. DG is keen we adopt best practice when installing any new machinery.	PP/KB/AF/ RMcN/DMcD /AS
PP is looking for clarification on which levels of cookery class are sustaining knife cuts. DMcP will provide.	DMcP
The success of the flu jabs was discussed. All sessions were fully booked.	
The subcommittee discussed the control for the heating in room 520 being located above the ceiling tiles. PT clarified that the thermostats are "zoned" and are often located in different rooms to those they control. This is a historic issue.	
Paisley Campus	
Fire evacuations have taken place and have generally been successful, but there are some issues which need to be addressed.	KB/SD
First aid training has been arranged for staff working at New Street.	
Clydebank Campus	
A resolution has been agreed to address the issues with the clipper saw and pan mill. It is hoped the works will commence before Christmas.	
Concerns were raised about able bodied staff using the disabled toilets. A temporary arrangement of providing an access code has been introduced for someone who has a legitimate health concern. There is still sufficient disabled toilet facilities, and we should be mindful that not all disabilities are visible.	

Action**Responsibility****4 Accidents / Illnesses: Statistics and Trends**

KB advised how statistics will be presented going forward, with each quarter being compared to the corresponding quarter for the previous year. Health and Safety will provide more information regarding the incidents, e.g. the level of cookery class sustaining knife cuts.

Reports will be sent to Heads of Sector asking for consideration to be given to what improvements can be made to reduce number of incidents.

KB/DMcP**5 Update on Health and Safety Training, Communications and Developments
Clean Air Campaign**

The campaign was discussed at length. Smoking on campus remains an issue at Paisley Campus, and the smoking shelter has not been removed at Renfrew North. There are intermittent issues at Clydebank Campus, and in particular, people are smoking while leaving the building during fire evacuations.

PT stated that Estates staff are keen for the policy to be enforced, with one suggestion of supplying PMA's with bodycams.

KB advised that AP has visited Ayrshire College for advice and has gathered some ideas to be taken forward to SMT. DG suggested that KB feedback the concerns raised to AP for further discussion at SMT.

KB/AP**Risk Assessments**

KB advised that a number of Display Screen Equipment risk assessments have been carried out due to workstation set ups. She advised that she is looking into the possibility of standing areas for staff to work at to reduce the amount of time spent sitting at PC's. JR advised that DSE training is also being considered as part of the new online health and safety training package.

Risk assessments for faculties will be addressed in the new year, with a possible review of the forms currently used. Existing forms to be provided for review prior to the next meeting.

Disabled Parking

JR has sent information to Marketing which he has asked them to communicate to staff.

First Aid

JR has a policy document which he will cascade to the committee for feedback before it is communicated college wide.

JR

Individual campus arrangements will be sent to the sub committees for comment. This will be arranged once the new health and safety staff members have started.

Fire Evacuations

DMcP detailed planned fire drill at Greenock, Finnart Street Campus which took place with no major issues. A drill is still to be arranged for Waterfront

KB/DMcP

Action**Responsibility**

Campus once class assessments are completed. An overall review of the Greenock Fire Safety Arrangements will be taking place.

KB advised three planned evacuations have taken place at Clydebank Campus which were all completed satisfactorily.

There has been one evacuation at Paisley Campus. An evacuation for the ICE building is still to be completed. The areas identified as needing improvement will be discussed between KB and Sharon Doncaster before the end of term, and feedback will be provided to the committee at the February meeting. Anything requiring urgent attention will be addressed in the meantime.

KB/SD**Staff Members**

KB advised that two new health and safety staff members have been appointed. Mandy Cameron (Health and Safety Advisor, Paisley) and Gillian Noble (HR Assistant, Health and Safety) are expected to commence their roles in January 2018.

6 Occupational Health Surveillance

KB advised that clinic dates have been scheduled and set dates will be organised for particular curriculum areas. CQL's will be given sufficient prior notice to make arrangements for staff to attend, and staff will be made aware of the charges incurred to the college for missed appointments.

KB/DMcP

KB detailed the Respiratory Protective Equipment training which is taking place across the campuses this week.

7 Workshop Inspections

KB advised that inspections in Greenock Campus are up to date in line with the new schedule which has been discussed at previous meetings, and has now been implemented. This has been possible at Greenock Campus due to the staff and trade union representative availability. It is hoped inspections at Paisley and Clydebank Campuses will be brought up to date in the next block. The findings of the Greenock Campus inspections are still to be communicated to Heads of Sector, and the aim is that these findings will then be shared across the corresponding areas in each campus.

DMcD suggested staff could work cross campus to meet the schedules and gain experience.

PT asked if the new inspection forms contain information on compliance of machinery, e.g. joinery equipment as this is an issue which has been raised at Paisley Campus regarding moves of machinery which are to take place. KB advised this is not included in the form, as the inspection is a snapshot of the whole work area at the specific time of inspection, not an audit process. However, any new machinery being installed, or any existing machinery being moved, must be done in a way to ensure it meets current regulations.

PT/JR

Action	Responsibility
<p>DG suggested a meeting be set up to determine responsibility for maintenance and inspection of machinery in all workshops across college. AC requested information on this matter.</p>	
8 Enforcement Authority Contact (Visits, Communication Action)	
8.1 Health and Safety Internal Audit Report	
<p>DG discussed the Health and Safety Audit Report which had been well received by College Management and the Organisational Development and HR Committee .He detailed a small number of improvements which were identified as “yellow” (Control Objective Achieved – no major weakness but scope for improvement) The implementation of these improvements would be reported to the Health and Safety Committee.</p>	
8.2 HSE Update	
<p>JR advised that the improvement notice served on the college requires communication and management procedures to be developed and improved to prevent any similar complaints from staff in the future. Estates are developing a policy and asbestos management plan, and training is being provided to relevant staff. A meeting will be taking place with Russell Berry from HSE to confirm the action taken is sufficient. JR will also be meeting with an asbestos contractor prior to having further discussions with staff about any concerns raised.</p>	JR
8.3 Environmental Health	
<p>Environmental Health have visited Paisley Campus regarding the hot water issue, which led to the closure of the Refectory, and they have also visited New Street as the noise levels from classes were an issue. Both issues are now satisfactorily resolved.</p>	
9 FESH Assessment Tool	
<p>KB has started drafting an action plan based on the information collated from the forms which have been returned.</p>	KB
10 Health Working Lives	
<p>JR to set up campus groups for taking forward future initiatives.</p>	JR
<p>KB advised of current campaigns which we have participated in, or communicated to staff and students.</p>	

Date and time of next meeting

Wednesday 14th February 2018, 10.00, Cunard Suite, Clydebank Campus

Present:

Iain Forster-Smith (Chair)	Director Student Services and Communities
Clare Fraser	Equality, Diversity and Inclusion Manager
Anne Campbell	Assistant Principal, Care & Life Sciences
Cathy MacNab	Director Quality
Drew McGowan	Policy Officer
George Smith	ELS Manager
Karen Combe	HR Manager
Albert Sorrie	Union representative
Matthew Marsden	Student President

Apologies: D Gunn, F McKenzie,

Action	Responsibility
1 Welcome and Apologies Iain Forster-Smith, invited guest, chaired the meeting and noted apologies	
2 Minutes of previous meeting Minutes of the meeting on 21 st September 2017 were agreed as an accurate record subject to small amendment.	
3 Matters arising from 21st September 2017	
3.1 PREVENT Duty training Training available on CDN website. I Forster-Smith to update at next meeting.	
3.2 Applications – 1st come / 1st in AC and IFS have held a series of SPRINT groups across 3 campuses formulating groups for recommendations.	
3.3 Unconscious Bias Training Delivered to CQLs in Clydebank on 8 th November and Paisley on 10 th November.	
3.4 Equality Outcomes – Sexual Orientation CF meeting with LGBT Greenock officer on 19 th December. M Marsden to give CF contact details for Clydebank LGBT officer.	MM
3.5 Staff Online Training Online Training has been uploaded to Moodle. G McIntyre to communicate to staff.	
3.6 Gender Action Plan Inverclyde TV to produce video activity linked to Gender Action Plan. CF gave presentation to Board in October to raise profile. IFS and CF attended SFC Gender Conference.	

Action	Responsibility
3.7 EDI Area – Intranet To be carried forward. The committee agreed the site should promote guidance / activities and good practice.	CF
3.8 Updates for CQLs and Heads of Sector Heads EDI training session and sharing good practice delivered on 11 th October 2017.	
4 Addressing Gender Imbalance SFC have published 1 st progress report which demonstrates little change in sector. Elements of WCS GAP identified as good practice in SFC report. C MacNab and IFS looking at Government Project – Retention & Attainment to see if improvements can be made long term. To feed back at next meeting. CF delivered workshop at SFC Gender Conference in partnership with NUS on 4 December 2017 on how WCS engaged students in addressing the imbalance and developing the GAP.	C MacN
5 Staff Focus Groups Findings from groups were discussed <ul style="list-style-type: none"> • Religion – more connection with Sanctuary team required. Assessment Plans would be better to coincide with religious calendar. Curriculum to be aware this could impact students. CF to contact Pamela Jones for dates and IT re Religious Festival Calendar on EDI intranet site. • Disability – CF to liaise with George Smith to explore support for students. Importance of PPE to be raised to staff. • Mental Health and Wellbeing – IFS confirmed two SPRINT groups meeting by end February to compile Action Plan for both staff and students. 	CF
6 Complaints Quarter 1 and 2 statistics to be brought to next meeting.	C MacN
7 Stonewall Self Evaluation The high level self evaluation was discussed; <ul style="list-style-type: none"> • Transgender Process to be added – it was noted that awareness for staff and students was required. Draft Policy? CF to consider remit for possible role of LGBT Champion. CF to contact Unions to discuss 	CF
8 Unconscious Bias Training delivered to all CQLs and was well received. It included an exercise asking participants to consider ways to mitigate bias. CF to investigate online tool with Marshalls as it was agreed that all staff would benefit from training. I Forster-Smith offered to help train staff.	CF
9 Student – Health & Safety It was noted that a student had to leave a course due to a H&S risk which could not be controlled. After discussing how WCS and specialised input	

could not alter the outcome, it was agreed that H&S paramount to students and staff.

10**Date and time of next meeting**

Thursday 1st March 2018, 10am Clydebank campus, Boardroom

DRAFT

Minutes of the Local Joint Consultative & Negotiating Committee for Lecturing Staff (LJCNCL) held at Clydebank Campus on 11th October 2017

Present:

Audrey Cumberford	Chair
David Alexander	Vice Principal: Operations
Stephanie Graham	Vice Principal: Educational Leadership
David Gunn	Director Organisational Development & HR
John Kelly	EIS
Eugene Crummie	EIS
Pauline Nelson	EIS
Màrk Gillan	EIS

Apologies:

D Munro, G Ross

Abbreviations used: MS – Management Side SS – Staff Side

Action	Responsibility
<p>1 Minutes of previous meeting held on 6th September 2017 The minutes were agreed as an accurate record of the meeting subject to small amendments.</p>	
<p>2 Matters Arising from Action Plan</p> <p>2.1 Sickness cover – Clydebank campus Meeting to be arranged using membership of Matching In Group to discuss local sickness arrangements that will apply to all campuses</p>	SG/JK
<p>2.2 Changing of Student Passwords D Alexander stated that this had been discussed at a meeting of the SMT. It was agreed that it made sense to change student passwords once per academic session. This would be introduced in session 2018/19 because of mechanics involved in making change.</p>	
<p>2.3 Student Advisory Service G Ross to meet with Iain Forster-Smith</p>	GR
<p>2.4 Issues raised in relation to IV Further meeting to be arranged with Cathy MacNab</p>	
<p>2.5 Review of Grievance Procedure D Gunn stated that an amended Grievance Resolution Procedure had been agreed with all trade unions. The Procedure promoted resolution at an informal stage and complimented the behaviours referred to in the Building Our Collective Future Framework. D Gunn stated that he would brief trade unions and management on the introduction of the amended procedure.</p>	DG

Action	Responsibility
<p>2.6 Inclusion of “Defer” S Graham stated that this was one of the themes to be discussed at a future meeting of the ELT. P Nelson stated that “AA” was automatically put in if not resulted in 2 weeks. She asked where it came from. S Graham agreed to look into it.</p>	SG
<p>2.7 Exclusivity of Service / Working Time Regulations D Gunn stated that a significant number of staff had responded to his email. Their HR records had been updated accordingly.</p>	
<p>2.8 Building Our Collective Future A Cumberford stated that staff had been given an opportunity to provide feedback on the Building Our Collective Future Framework. A Cumberford also explained that a sub group involving trade union representatives would be formed to ensure a successful implementation of the Framework.</p>	
<p>2.9 Mini Bus Arrangements E Crummie stated that he had sent D Alexander examples of mini bus bookings that were causing concern. D Alexander stated that he had just received the email and did not have an opportunity to follow up on this and would now review. E Crummie stated that some sections did not have a budget for mini buses but the main issue was trying to book a mini bus. E Crummie stated that some staff could not use PECOS. D Alexander reaffirmed that budgets were available for mini bus hire and advised all faculties had been made aware of this and no issues had been raised in relation this or PECOS training but would issue another email to follow up on the matters raised by E. Crummie. P Nelson stated that there was an issue with supported learning students walking to a destination but the Head of Sector would not allow the hire of a mini bus to pick them up. J Kelly stated that the main problems with hiring of a mini bus were at Clydebank and Paisley campuses. S Graham stated that she would pick up the issue but ultimately the use of mini buses was a decision for the Head after discussion with staff.</p>	SG
<p>2.10 Cuts in ASN Provision J Kelly provided S Graham with a copy of a spreadsheet at the meeting. He explained that the data had come from an FOI Request. S Graham stated that she would look at the numbers.</p>	SG
<p>2.11 Room availability P Nelson stated that simple changes could be made to the classrooms at Clydebank campus, for example, some of the furniture was too big. A Cumberford stated that they were looking at reshaping classrooms at Clydebank campus as part of an overall review, however this would be subject to finances given significant reductions in SFC estates</p>	

Action	Responsibility
<p>maintenance funding. P Nelson stated that changes could be made in the short term. A Cumberland asked P Nelson to prepare a short paper with proposals that would provide quick fixes for consideration.</p>	PN
<p>2.12 Asbestos Incidents D Gunn stated that Joe Rafferty had provided an update at the Health and Safety Committee which had been minuted. D Gunn stated that a management investigation had to be concluded and the Health and Safety Committee would be provided on feedback from the visit by an HSE Inspector. J Kelly asked about the painting over of the letter “A” in locations at Paisley campus, identifying asbestos. D Gunn stated that he would discuss this with Alan Ritchie. J Kelly also stated that a roof tile containing asbestos had been removed from the trade union room in Paisley campus. He explained that staff were looking for assurances on the safety of this room in terms of exposure to asbestos.</p>	DG
<p>2.13 PI Guidance E Crummie stated that the documents had been Student PDP packs.</p>	
<p>2.14 Member of SMT in charge of campus J Kelly enquired about the notification to staff of the arrangements. A Cumberland stated that it had been done through a note on an SMT meeting, which was available to all staff.</p>	
<p>2.15 Staff Toilets and Changing Rooms – Clydebank campus A Cumberland stated that she would contact the WCS Leisure Centre in order to determine if staff could have access to the changing facilities without a fee.</p>	AC
<p>2.16 National Dispute J Kelly stated that there had been a national meeting but no resolution of the dispute. This was very concerning as industrial action might resume. There was also to be an Employment Tribunal in mid November regarding interpretation of the £100 payment which formed part of a prior year national pay agreement.</p>	
<p>2.17 Building Our Collective Future A Cumberland stated that staff had been asked for feedback. Following receipt of this a Short Life Working Group would then be set up to include trade union representatives in order to implement the guidelines.</p>	
<p>3 Funding Update A Cumberland stated that she was covering funding at the staff meetings. D Alexander stated that there was uncertainty about funding which was allocated on a one year basis. The Finance Department were modelling years 2-5 based on a number of assumptions.</p>	

Action

Responsibility

D Alexander stated that there was a budget shortfall of approximately £1m for 2017/18 but action was being taken to balance the budget in light of this.

D Alexander stated Estates and IT projects had been reviewed and Skype for business would now be subject to a more phased pilot approach, and estates projects would also focus resource on meeting essential repairs with funding for wider upgrade and improvement projects and investment in equipment being minimal.

D Alexander advised that a bid for £180,000 of funding had also been made to the Arms Length West College Scotland Foundation in order to assist with balancing the 2017/18 College budget. It was the College's understanding that, if approved, this bid represented the remaining funds held by the Foundation and so a further bid of a similar nature could not be submitted in future years.

D Alexander stated that approximately 70% of the College budget was staffing related and thus vacancies would be reviewed and considered on a priority basis given the budget position.

D Alexander stated that plans were in place in seeking to balance the budget for 2017/18 2017/18 but it would be more challenging for 2018/19.

A Cumberford stated that we will work together to identify opportunities to maximise the utilisation of staff and avoid having to employ additional temporary staff unnecessarily where we have the capacity in house to staff the work. This could include for example cross campus working.

S Graham stated that there was not always a full understanding of staff skills where staff may be able to teach in a different curriculum area. They would be trying to identify staff to teach numeracy and also for promethean board training, for example. There could be staff who were willing to upskill.

D Gunn stated that it would be helpful to carry out a skills survey.

J Kelly stated that this was a good idea.

M Gillan stated that some staff would be willing to retrain if the College identified subject areas with student demand.

A Cumberford stated that the College would work with trade unions on this type of issue.

S Graham stated that the use of dual contracts was important in areas of overstaffing to enable staff to teach in the evening instead of daytime.

J Kelly enquired about the need for staff to train on the use of promethean boards.

S Graham stated that the commercial demand was greater than what the College could support.

J Kelly stated that the EIS would also try to identify staff who could carry out this type of training to help generate alternative funding that can be reinvested in the college.

J Kelly stated that they would be happy to pilot skype for business.

D Alexander stated that he appreciated the offer and would take this back to David Black for discussion and consideration alongside other areas of the College that had been suggested for the pilot roll out phase.

Action**Responsibility****4****College Calendar**

S Graham issued a draft College calendar. It was proposed that there would be two weeks for CPD/Induction before students started full time classes.

S Graham stated that it would be helpful from a curriculum perspective if the November holiday could be moved to either 23 November 2018 or Good Friday.

S Graham stated that it may also be helpful to move the Inverclyde Monday fair holiday as classes had only commenced when the holiday took place.

M Gillan stated this was a local school holiday.

J Kelly stated that these proposals would be discussed at a Branch meeting.

5**Cessation of Courses**

M Gillan referred to library courses in Greenock which lecturers were of the view provided a valuable service to the community and to many different age groups. Some students went onto full time courses, thus building confidence to take the next step. He explained that the bulk of the class were mature students.

M Gillan stated that the course would not continue at the end of the block.

S Graham stated that she would need to get the facts in terms of the number of students, size of class and progression. The College is not in the position to be able to afford to do everything we want to do and choices will continue to have to be made.

SG

6**Living Wage Employer**

J Kelly welcomed the College becoming an accredited Living Wage Employer.

7**Student Learning and Development/Support Staff**

M Gillan stated that support staff were in charge of classes.

S Graham stated that situations of this type were in accordance with the LSS Agreement.

M Gillan stated that two members of support staff were in sole charge of a class at Greenock Campus.

S Graham stated that she had discussed this particular situation with M Gillan at length and the lecturer was in charge of the class.

M Gillan made reference to timetabling of support staff and he was under the impression CQLs would do timetabling for lessons.

A Cumberford stated that National Bargaining could be useful in identifying the professionalism of lecturing in clear terms whilst recognising that many support roles work with groups of students and will continue to do so

S Graham stated that the two individuals referred to by M Gillan had a job description from James Watt College and adopted by WCS which had gone through the Job Evaluation process.

M Gillan stated that the individuals were in charge of classes and should

Action**Responsibility**

be regarded as lecturers and made reference to content of an email.
 A Cumberford restated that non lecturing staff may well be working with groups or classes of students but they do not carry out the full duties nor have the clear responsibilities required of a lecturer role.
 She reiterated that staff who are undertaking the full clear role of a professional lecturer and have the full responsibilities associated with that will be on the relevant pay, terms and conditions for that work.

8 AOCB**8.1 Education Scotland Review**

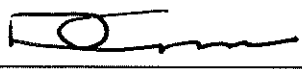
P Nelson asked for an update on the Education Scotland Review.
 S Graham stated Education Scotland had observed 64 classes and they would be coming back in March 2018 to observe a similar number.
 S Graham stated that overall the feedback was positive.
 P Nelson asked if they had concentrated on areas with poor PIs.
 S Graham stated that this was the case but specialists in the Education Scotland team had also asked for classes in their subject area to be observed and the observations were planned to ensure a broad coverage across campuses, subject areas and levels.
 S Graham stated that some subject areas with poor PIs would be observed again.
 E Crummie stated that there seemed to be ambiguity in the procedure as some areas had been told their classes would be observed.
 S Graham stated that this was not the formal approach adopted but the specialisms of reviewers might have become known.

9 Date of Next Meeting

Wednesday 15th November 2017, Paisley campus 1pm.

Signatures

Minutes of JCNCL Meeting: 11th October 2017, Clydebank Campus

Joint Secretary (MS)  25/11/18 Date:

Joint Secretary (SS)  Date: 25/11/18
 EIS-FELA DEPUTE BRANCH SECRETARY

Minutes of the Local Joint Consultative & Negotiating Committee for Lecturing Staff (LCNCL) held at Paisley Campus on 20th December 2017

Present:

Liz Connolly	Chair
David Gunn	Director Organisational Development & HR
John Kelly	EIS
Garry Ross	EIS
Eugene Crummie	EIS

Apologies: A Cumberland, S Graham, D Alexander, M Gillan, P Nelson.

Abbreviations used: MS – Management Side SS – Staff Side

Action

Responsibility

1 Minutes of previous meeting held on 11th October 2017

It was agreed that the draft minutes would be discussed at the next meeting of the Committee on 24th January 2018

2 Matters Arising from Action Plan

2.1 Sickness cover – Clydebank campus

J Kelly asked about the sickness cover contractual arrangements for new starts. He noted that cover arrangements for former Clydebank College staff were voluntary.

D Gunn stated that they were those that applied to former Clydebank College staff as no collective agreement had been reached on this issue.

D Gunn stated that the matter would now be discussed as part of national bargaining.

J Kelly stated that the no detriment clause would apply.

D Gunn suggested that a local meeting should go ahead and J Kelly agreed that this was a good idea. J Kelly further proposed that the group could discuss the implementation of national conditions when agreed nationally. He expected an outcome of the EIS ballot on terms and conditions to be announced by the end of January 2018.

2.2 Student Advisory Services

G Ross stated that he had emailed Iain Forster-Smith to arrange a meeting.

2.3 Issues Raised In Relation to IV

E Crummie stated that P Nelson and himself had met with Cathy MacNab. Further meetings were to be arranged.

2.4 Review of Grievance Procedure

D Gunn stated that the Procedure had now been implemented.

J Kelly proposed that there should be a meeting with Representatives to go through the Procedure.

D Gunn agreed to make the necessary arrangements.

DG

Action	Responsibility
<p>2.5 Inclusion of “Defer” G Ross stated that an “ongoing mark” had appeared on Registers without any explanation. L Connolly stated that this would be followed up by S Graham.</p>	SG
<p>2.6 Exclusivity of Service / Working Time Regulation J Kelly stated that he had not heard of any significant issues relating to this. D Gunn stated that this was the case and a significant number of staff had responded.</p>	
<p>2.7 Building Our Collective Future J Kelly stated that a useful meeting had taken place in terms of implementing this framework. A further meeting of the working group had been arranged.</p>	
<p>2.8 Mini Bus Hire Arrangements L Connolly provided an update from D Alexander. E Crummie had sent D Alexander an example of problems with mini bus hire and advised that he would provide further instances of this if reoccurring. There had been no requests for PECOS training. E Crummie asked if D Alexander was asking for more examples. L Connolly stated that this would be helpful. E Crummie stated that he had no further reports of issues with mini bus hire but would check with staff. E Crummie stated that there were still some points of clarification required on the mini bus hiring process. L Connolly stated that it would be helpful to provide these in writing. J Kelly stated that there were still issues with the hiring of mini buses for Learner Development classes at Paisley campus and in particular in relation to independent travel. The usage of a mini bus was related to budget despite assurances given by D Alexander. E Crummie stated that there were issues in the Media and Art Department. If a trip was cancelled because of weather, the Department still had to pay for mini bus hire from its budget. L Connolly suggested that a meeting should be arranged with D Alexander. J Kelly stated that he would get staff together and meet with David Alexander.</p>	EC
<p>2.9 Cuts in ASN Provision J Kelly stated that he was not sure if the spreadsheet had been sent to S Graham; if this was not the case, she should come back to him.</p>	SG
<p>2.10 Room availability L Connolly provided an update from D Alexander. P Nelson was to collate views on where they felt the biggest room issues were in terms of suitability. Shaun Dargan, CAD Technician, would be spending the next few months</p>	JK

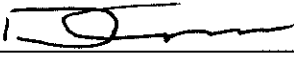

Action	Responsibility
<p>undertaking a suitability review of the Clydebank campus in terms of functionality of classroom accommodation and they could then look at the outcomes in a holistic way.</p> <p>J Kelly asked that the CAD Technician engage with staff.</p>	
<p>2.11 Asbestos Oakshaw Building</p> <p>D Gunn stated that a comprehensive report had been provided to the Health and Safety Committee and a meeting had taken place with the HSE Inspector with regard to future action in respect of asbestos management.</p> <p>J Kelly stated that he still questioned the practice of painting over the letter "A" at specific locations where asbestos was located in Paisley Campus.</p> <p>D Gunn stated that asbestos in an area would still be identified by another method of notification.</p>	
<p>2.12 Staff Toilets and Changing Rooms – Clydebank Campus</p> <p>It was agreed that this item would be carried forward to the next meeting.</p>	AC
<p>2.13 National Dispute</p> <p>J Kelly stated that he had been a witness at an Employment Tribunal and they were still awaiting an outcome in respect of the £100 payment. If the claim against the City of Glasgow College was successful, J Kelly was of the view that it would have implications for WCS.</p>	
<p>2.14 College Calendar</p> <p>J Kelly stated that he had met with S Graham. A meeting of members was scheduled for January 2018 and he would provide feedback after that.</p>	JK
<p>2.15 Cessation Of Courses</p> <p>It was agreed that this item would be brought forward to the next meeting.</p>	SG
<p>3 Funding Update</p> <p>L Connolly stated that there was no further update but a draft budget had been presented to the Scottish Parliament.</p> <p>J Kelly asked if there was any indication of a timescale an announcement from the Funding Council.</p> <p>L Connolly stated that no indication had been given, but D Alexander would provide updates as appropriate</p>	
<p>4 Estates Future</p> <p>To be discussed at next meeting</p>	
<p>5 Promoted Staff Stepping Down</p> <p>J Kelly asked for numbers of promoted staff that requested a return to lecturing duties since merger. There were rumours that the number was high.</p>	

Action	Responsibility
<p>D Gunn agreed to provide the number but stated that he was of the view that the number was not significant.</p> <p>J Kelly asked if there were problems filling promoted posts due to a lack of applications. He knew of one example; a QEL in Art at Paisley campus.</p> <p>D Gunn stated that he was not aware of any issues filling promoted posts but would check with the HR Managers.</p>	<p>DG</p> <p>DG</p>
<p>6 Room Suitability Covered as part of the agenda.</p>	
<p>7 Emergency Decision Making To be discussed at next meeting.</p>	
<p>8 Paisley Campus, Renfrew Building, Fire – 4th December 2017</p> <p>G Ross stated that he had received a phone call from a member of staff regarding a fire in the Renfrew North Building on 4th December; a cleaning trolley had been set alight. He was located next to the EIS Health and Safety representative and they had visited the area.</p> <p>They could not see a smoke or heat detector in the corridor. Staff were also going to use a fire extinguisher which was not suitable and did not activate the fire alarm.</p> <p>D Gunn stated that Alan Ritchie had carried out a comprehensive investigation in conjunction with Strathclyde Fire and Rescue. A report will be provided to the Health and Safety Committee.</p> <p>He also stated that an update would be provided to Committee members by Alan Ritchie.</p> <p>L Connolly stated that the College took the fire incidents very seriously and information on fires had been published on the Intranet.</p> <p>J Kelly stated that there were issues with fire evacuation at Paisley campus as nobody seemed to be in control and staff and students did not move back to the car park and remained on the road way with the potential to obstruct Fire Engines.</p> <p>J Kelly suggested the use of a mega phone as it was also the case that staff came back into the building at different times.</p> <p>D Gunn stated that he would follow up on this issue.</p>	<p>DG</p>
<p>9 Fixed Term To Permanency</p> <p>J Kelly asked for a spreadsheet of staff eligible for permanent contracts. There was a need to consider the implementation of the National Agreement of 2 years if this was accepted by EIS members.</p> <p>D Gunn stated that he assumed this would be the basis of an agreed Technical note.</p> <p>J Kelly also asked for clarification of situations whereby staff accepted for example, 0.5 FTE permanent hours but had other additional hours over a protracted period.</p> <p>It was agreed that J Kelly would provide individual examples for D Gunn to consider.</p>	<p>JK</p>

Action

Responsibility

10 **Date of Next Meeting**
Wednesday 24th January 2018, Clydebank Campus 1pm.

Signatures		
Minutes of JCNCL Meeting: 20th December 2017, Paisley Campus		
Joint Secretary (MS)	 _____	Date: 25/1/18
Joint Secretary (SS)	 _____	Date: 25/1/18
	EIS-FELA DEPUTY BRANCH SECRETARY	

Minutes of the Local Joint Consultative & Negotiating Committee for Support Staff (LJCNS) held at Clydebank Campus on 11th October 2017



Present:

A Cumberland	Chair
Stephanie Graham	Vice Principal: Educational Leadership
David Alexander	Vice Principal: Operations
David Gunn	Director Organisational Development & HR
Albert Sorrie	Unison
Nicky McDonald	Unison
William Weaver	Unite
Laura McLean	Unite
Danny Thomson	Unison

Apologies:

Abbreviations used: MS – Management Side SS – Staff Side

Action	Responsibility
1 Minutes of previous meeting held on 6th September 2017	
The minutes were agreed as an accurate record of the meeting.	
2 Matters arising from the minutes	
2.1 Building Our Collective Future	
A Cumberland stated that staff had been asked for feedback. Following receipt of this a Short Life Working Group would then be set up to include trade union representatives in order to implement the guidelines.	
3 Funding Update	
D Alexander stated that the College was modelling 5 year budget forecasts for the SFC based on certain assumptions.	
D Alexander stated that there was a £1m gap for the 2017/18 budget but the College was taking steps to address the shortfall.	
D Alexander stated Estates and IT projects had been reviewed and Skype for business would now be subject to a more phased pilot approach, and estates projects would also focus resource on meeting essential repairs with funding for wider upgrade and improvement projects and investment in equipment being minimal.	
D Alexander advised that a bid for £180,000 of funding had also been made to the Arms Length West College Scotland Foundation in order to assist with balancing the 2017/18 College budget. It was the College’s understanding that if approved this bid represented the remaining funds held by the Foundation and so a further bid of a similar nature could not be submitted in future years. D Alexander stated that approximately 70% of the College budget was staffing related A Cumberland stated that it should not be assumed that vacancies will be replaced. The Executive Team would consider the need to fill each vacancy.	
A Cumberland stated that they had discussed the need for retraining with the EIS but this was less relevant to support staff.	
A Cumberland stated that there was a need for support staff to be fully	

Action	Responsibility
<p>utilised and flexible by moving to a different campus if required. A Cumberford stated that this was happening already in some areas. A Cumberford stated that the College had asked the SFC to recognise the need for investment in College ICT and Estates maintenance.</p>	
<p>4 VS Update D Thomson stated that staff had approached him about VS. A Cumberford stated that this perhaps reflected the age profile. A Cumberford stated that a VS scheme had been approved by the Board. There was however, no guarantee of funding from the SFC and no funding for a VS scheme was currently in place.</p>	
<p>5 Firearms incident - Paisley A Sorrie stated that he had been made aware of a firearms incident at Paisley campus. S Graham stated that there had been no firearms incident. A student had brought a replica gun into the College. He had been arrested by the Police and charged. S Graham stated that the College staff had dealt with the incident in a professional manner with assistance from the Police. D Thomson asked if armed Police had been involved. S Graham replied that this was the case.</p>	
<p>6 Differentiation between delivering and supporting in the class room A Sorrie stated that a support worker had to take a class last week when a lecturer did not turn up. He asked what the support worker should have done. S Graham stated that they should have contacted the CQL. A Sorrie stated that they could not find the CQL. A Cumberford stated this would be looked into.</p>	SG
<p>7 Management visibility D Thomson stated that staff had raised the visibility of management, and the fact they were not seeing senior managers. A Cumberford stated that there was a need to manage expectations. There had been a significant reduction in the number of senior managers compared to those employed in the legacy colleges. S Graham stated that the role of senior manager had changed and now involved far more external work.</p>	
<p>8 Consultants / Costs D Thomson asked if there was a figure for costs of consultants. D Alexander stated he thought the figure had been provided but would look to forward. A Sorrie asked if the use of students to carry out maintenance had been considered. A Cumberford stated that students were involved in such activities as part of their studies when possible. D Alexander stated that 4 students had been recruited to be part of the IT team.</p>	DA

Action	Responsibility
<p>There was however, a fine balance to ensure that it was not perceived that students were exploited.</p>	
<p>9. Review of Cleaning and Catering – 2 year period ended</p>	
<p>D Thomson asked if there was an update on the 2 year review of the provision of cleaning and catering services.</p>	
<p>D Alexander stated that services were subject to ongoing review and a paper would be taken to the Board based on the provision of services during the previous 2 years.</p>	
<p>D Alexander stated that Roy Miller, a catering consultant, had worked with the College during the 2 year period to put an improvement plan in place and would be assisting further.</p>	
<p>D Alexander stated that he would keep staff fully informed.</p>	
<p>D Thomson stated that the Cook at Clydebank campus had covered the duties of a catering manager without any additional remuneration.</p>	
<p>D Alexander stated that he would look into this.</p>	DA
<p>10. AOCB</p>	
<p>10.1 SMT/Heads Event</p>	
<p>L McLean asked about the cost of the SMT/Heads development event at the Beardmore Hotel.</p>	
<p>N McDonald stated that considering the cuts in budgets and staff development, would it not have been better to hold the SMT/Heads event in the College as was the case with other staff.</p>	
<p>A Cumberlandford stated that important business had to be discussed and it was important that the SMT/Heads were not distracted by phone calls.</p>	
<p>N McDonald asked for a breakdown of costs.</p>	
<p>A Cumberlandford stated that this information would be provided.</p>	AC
<p>11. Date of next meeting</p>	
<p>Wednesday 15th November 2017, Paisley campus, 3pm</p>	

Minutes of the Local Joint Consultative & Negotiating Committee for Support Staff (LJCNCs) held at Paisley Campus on 20th December 2017



Present:

Liz Connolly	Chair
David Gunn	Director Organisational Development & HR
Nicky McDonald	Unison
Audrey Manning	Unite
Laura McLean	Unite

Apologies:

A Cumberland, D Alexander, S Graham, A Sorrie, D Thomson

Abbreviations used: MS – Management Side SS – Staff Side

Action	Responsibility
<p>1 Minutes of previous meeting held on 11th October 2017 The minutes were agreed subject to small amendments.</p>	
<p>2 Matters arising from the minutes</p>	
<p>2.1 Differentiation between delivering and supporting in the class room D Gunn stated that he understood S Graham had looked into the issue raised but he did not have specific details. It was agreed that this issue should be carried forward to the next meeting.</p>	SG
<p>2.2 Consultants / Costs It was confirmed that costs of consultants had been provided to the SS. A Manning stated that the costs had been discussed at a pre-meeting and they believed that some consultancy costs had been excluded from the list, particularly in respect of Estates and commercial courses. L Connolly stated that it would be helpful to provide specific written details of the areas that they believed should be included. L Connolly stated that consultants were used to deliver commercial courses that generated income if the skills did not exist in the College. She agreed to look at the numbers and volume. A Manning stated that she understood the response from L Connolly but thought that this information should have been included. L Connolly stated that D Alexander would not have understood that this information was being requested as it was not recorded in the same way as other consultancy work. It was agreed that A Manning would have further discussions and provide more details on this issue.</p>	AM
<p>2.3 Review of Cleaning and Catering – 2 year period ended It was agreed that this item should be carried over to the next meeting. L Connolly stated that arrangements in relation to the operation of catering supervisors at Clydebank had been reviewed.</p>	LC
<p>2.4 SMT/Heads Event L Connolly stated that the cost of hiring conference facilities for the event</p>	AM

Action	Responsibility
on 28 th September was £2741.80	
3 Funding Update	
L Connolly stated that the Principal had updated staff on the budget position. The draft budget had been presented to the Scottish Parliament the previous week but there was no further update available.	
4 Vacancies: Number of MAs, Agency Staff, Temp Staff etc	
A Manning stated that they were looking for information on the number of MAs and how many gained employment with the College.	
L Connolly stated that this information could be provided.	LC
A Manning asked for information on the number of vacancies that were being filled or covered by agency staff.	
L Connolly stated that the filling of vacancies were considered on the basis of budgeting constraints.	
L Connolly stated that it would be helpful to have a better understanding of the information that was being requested.	
A Manning stated that they would provide written details of the information being requested.	AM
D Gunn stated that the College did not use many agency staff.	
5 Brexit	
A Manning stated that she had sent D Gunn various emails in respect of the effect of Brexit on EU Nationals.	
D Gunn stated that he had found the information helpful.	
A Manning stated that the staff affected found this to be a concerning period.	
L Connolly stated that she fully understood their concerns and the College would do all that was possible to support colleagues and keep them fully informed.	
L Connolly stated that Amber Rudd, Home Secretary, had written to all EU Nationals.	
A Manning confirmed that some of her members had received this letter.	
It was agreed that there was a need for the College to ensure they had accurate HR records of all EU Nationals.	DG
L Connolly agreed to meet with a member of her staff who was an EU National in order to determine what type of support they would find beneficial during the complex Brexit process.	LC
D Gunn stated that he had been asked to join a group of HR professionals in the Renfrewshire area and this would help to inform the College approach to Brexit related employment issues.	
6 AOCB	
6.1 Period Poverty	
A Manning stated that she had met with Iain Forster-Smith, Scott Campbell, John Redman and a student representative in order to discuss this Scottish Government Initiative. She had been very encouraged by the positive approach being taken by the College and the support of the Principal.	
A further meeting of this Short Life Working Group would take place at	

Action	Responsibility
<p>the beginning of February.</p> <p>L Connolly stated that it was recognised that Period Poverty could be a reason for students not coming to College.</p> <p>A Manning stated that the intention was to introduce this initiative for affected staff and students.</p>	
<p>6.2 Fire Incidents</p>	
<p>A Manning referred to a fire incident in Paisley campus on 4th December where a cleaning trolley had been set alight. There were concerns as no smoke detector had been in place in the corridor.</p> <p>There had been anxiety among staff as nobody had activated the fire alarm.</p>	
<p>A Manning stated that there had been another fire incident on 6 December at Paisley campus.</p>	
<p>A Fire Warden had radioed for assistance with a disabled student and received a response “ok” but no assistance was provided.</p>	
<p>L Connolly asked A Manning to forward specific details of the incident to D Gunn.</p>	AM
<p>D Gunn stated that the incidents had been thoroughly investigated by Alan Ritchie in conjunction with an officer from Strathclyde Fire and Rescue.</p>	
<p>A Manning asked if Fire Wardens could be given a payment on the same basis as First Aiders although not necessary the same amount.</p>	
<p>L Connolly stated that the request would be considered.</p>	DG
<p>L Connolly stated that the College took these fire incidents very seriously and the matter would be discussed at the Health and Safety Committee.</p>	
<p>It was also agreed that Alan Ritchie would provide an update to Committee members on the outcome of this investigation.</p>	DG
<p>6.3 Closure of Oakshaw Building</p>	
<p>L McLean stated that admin staff previously located in the Oakshaw Building did not have a staff room. The Principal was aware of the situation and attempts were being made to find suitable accommodation.</p>	
<p>L Connolly stated that accommodation was at a premium at Paisley campus and every effort would be made to find another location.</p>	
<p>6.4 Personal and Domestic Leave Procedure</p>	
<p>N McDonald stated that she had had to use the Personal and Domestic leave Procedure and was unhappy with the interpretation by HR as she had followed the wording in the Procedure on the reason why this was refused.</p>	
<p>D Gunn stated that he had responded to her concerns in writing and it was not acceptable raising it again at the committee.</p>	
<p>N McDonald stated that she was raising the matter on behalf of other staff who would be using the Procedure in future.</p>	
<p>N McDonald stated that some staff might have used up their annual leave and she asked what they were expected to do if not granted paid leave.</p>	
<p>D Gunn stated that time off for dependents was a statutory entitlement on an unpaid basis but the College granted paid leave in most cases of one working day to allow for alternative arrangement to be made, in</p>	

respect of an emergency situation.

D Gunn stated that an employee who had fully utilised their annual leave entitlement could ask for unpaid leave or TOIL.

N McDonald stated that she still disagreed with the interpretation of the Procedure.

D Gunn stated that he was not aware of any other concerns about the implementation of the procedure since it was introduced after merger.

It was agreed that any representations from trade unions would be considered as part of the period review of the Personal and Domestic Leave Procedure.

7. Date of next meeting

Wednesday 24th January 2018, Clydebank campus, 3pm