

West College Scotland

ORGANISATIONAL DEVELOPMENT AND HR COMMITTEE

WEDNESDAY 15 May 2019 at 4.00 p.m. in
Room 2, Abercorn Centre, Paisley Campus

AGENDA

General Business

1. Welcome
2. Apologies
3. Declaration of Interests

4. Minutes of the meeting held on 13 February 2019 Enclosed LL
Proposed amendment to the minutes
OM232.2 Voluntary Severance Scheme
Second sentence should be amended to read:
'The Voluntary Severance (VS) scheme was still in place but the
deadline for VS applications sought from staff had now passed.'

5. Actions from the minutes Enclosed LL

6. Matters arising from the minutes
(and not otherwise on the agenda)
 - .1 OM232.1 Annual Effectiveness Review of the Board Oral report GM
 - .2 OM232.3 Finnart Street Building Paper 6.2 DG
 - .3 OM234 Employee Health and Wellbeing Strategy Paper 6.3 DG

Main Items for Discussion and/or Approval

7. National Bargaining: Update from Principal Oral report LC

8. Voluntary Severance: Update Oral report DG

9. HR Annual Report 2018 Paper 9 DG

10. Modern Slavery Statement Paper 10 LC

11. Workforce Planning
 - .1 Internal Audit Recommendations: Update Paper 11.1 DG
 - .2 Workforce Plan Action Tracker Paper 11.2 DG

12. Freedom of Information: Internal Audit Report Paper 12 DG

13. Risk Paper 13 LC

14. Dates of Meetings for 2019-20

Paper 14 GM

Items for Information

15. Reports from Sub-Committees

Paper 15 DG

16. Any other business

Next meeting: Wednesday 18 September 2019 at 4.00 p.m. at the Paisley Campus

Gwen McArthur
Secretary to the Committee

ORGANISATIONAL DEVELOPMENT & HR COMMITTEE

MINUTES: 13 February 2019

Present: Lyndsay Lauder (in the Chair)
Liz Connolly, Linda Johnston, David Mark.

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

Apologies: Keith McKellar

OM230 DECLARATION OF INTERESTS

No interests declared.

OM231 MINUTES

The minutes of the meeting held on 7 November 2018 were approved.

OM232 ACTIONS FROM THE MINUTES

The Committee noted the actions taken since the last meeting and particularly the following:

- .1 Annual Effectiveness Review of the Board (OM228)** – it was noted that this matter was currently under consideration at sector level. The College Development Network (CDN) had been asked to review the guidance for conducting external effectiveness reviews and the Board Secretary Steering Group would be meeting the following day at CDN to discuss this matter and consider what changes, if any, were required to the guidance. The Committee would be kept informed of developments.
[Action: GMcA]
- .2 Voluntary Severance Scheme (OM223)** – the Committee noted that a total of 29 members of staff would leave the College by the end of session 2018/19 (some members having already left). ████████████████████
██
- .3 Finnart Street Building (OM227)** – the Director, Organisational Development and HR, reported that remedial work had been undertaken to make safe the cladding on the Finnart Street building in Greenock. The Estates Management were satisfied with the work that had been undertaken. A presentation had been given by the Head of Estates to the Health and Safety sub-committee in Greenock and they were satisfied with the work undertaken. A report on this matter would be brought to the next meeting.
[Action: DG]

OM233 NATIONAL BARGAINING: UPDATE (OM221)

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.

- .1 Support staff** – the main issue affecting Support staff was the national job evaluation process. West College Scotland had previously implemented a job evaluation process for Support staff following merger. The scheme adopted nationally was different. A request from Colleges Scotland had been made to second a member of College staff for 3 months on a 0.5 basis to join the team to get this national process up and running. This was in her capacity as a trade union representative. Also the Vice Principal Operations, who was a member of the Employers Association, had been invited to move from the Teaching Staff side to the Support Staff side to provide advice with the implementation of this process particularly in view of his role in implementing the local job evaluation scheme.

- .2 Teaching staff** – following the outcome of a statutory ballot members of the EIS had agreed to take strike action and 2 days of strikes had been held so far. Over 70% of Teaching staff at West College Scotland had supported the strike action. Another 2 days of strike action were planned for March. The Senior Management Team (SMT) at the College were taking all possible action to mitigate the impact of the strikes and to maintain local employee relations.

The Director, Organisational Development and HR, tabled information regarding the latest offer made by the Employers Association to the Teaching Staff. The EIS had sought the same deal as that agreed with the Support Staff. The Employers Association had considered this and had come back with a revised offer which was similar to the Support Staff offer for years 1 and 3, but year 2 remained the same as previously made (an unconsolidated payment of £200). The Employers Association were clear that this was the best offer the sector could afford as there would be no additional funding provided by the Scottish Government. The EIS had not accepted this offer and were considering their position. The EIS had indicated that they would be balloting their members in respect of taking action short of strike action. No further information was available at present. The Committee would be kept informed of developments.

[Action: DG]

OM234 EMPLOYEE HEALTH AND WELLBEING STRATEGY (OM209)

The Committee considered the Employee Health and Wellbeing Strategy that had been prepared to assist with the implementation of Objective 4.5 (Health Safety and Wellbeing) of the People Strategy 2016-19. The

Employee Health and Wellbeing Strategy had been prepared with input from the College Occupational Health provider. This strategy would also be discussed with the relevant trade unions. It was the intention to issue this strategy to all staff once it was approved.

The Committee welcomed this strategy and how it connected to the other strategies that had been developed. The Committee also particularly liked the acronym, PROSPER, that was used to represent the seven pillars that the strategy was based on. In looking at the Action Plan associated with this strategy it was noted that a question on health and wellbeing would be included in the staff survey that would be undertaken later this session. It was noted that the College had just moved to a new Employee Counselling provider and so had no feedback from them yet on the number of College employees seeking help/advice. This information would be obtained and brought to a future meeting of the Committee.

[Action: DG]

The Committee

RECOMMENDS to the Board that the Employee Health and Wellbeing Strategy be approved.

[Action: GMCA]

OM235 HR ANNUAL REPORT 2018

The Committee considered the draft Human Resources Report 2018. In discussion it was noted that:

- There had been no formal staff grievances brought forward following the introduction of the new Grievance Resolution Procedure in October 2017. This procedure placed the emphasis on seeking to resolve such matters in a less formal manner at a local level and appeared to be working well.
- Under the terms of the agreement reached through National Bargaining teaching staff were now required to achieve the TQFE qualification. Those staff who did not already have this qualification were being enrolled for the programme offered through the University of Dundee. In addition the College offered the 'Teaching in Colleges Today' programme for those staff who did not hold a relevant teaching qualification through CDN.
- There had been good uptake of the leadership development course run by the College and this would run again in 2019.
- The Behaviours framework was currently being rolled out to staff and a series of training sessions had been organised to support this.

The Committee welcomed this information and

RECOMMENDS to the Board that the Human Resources Report 2018 be approved.

[Action: LL; DG]

OM236 PEOPLE STRATEGY 2016-19: PROGRESS REPORT (OM209)

The Committee noted the progress report on the implementation of the People Strategy 2016-19 and welcomed the progress made to date. The People Strategy would be reviewed and updated for the next 3 year period (2020-2023) and brought to a meeting of the Committee for consideration later in the year. It would take account of the updated Corporate Strategy once this was in place. **[Action: DG]**

OM237 RISK (OM225)

The Committee noted the Strategic Risk Register and had no additions or amendments to propose. It was noted that the Board would be considering developing a risk management appetite statement at its next meeting which might impact on the Strategic Risk Register.

OM238 REPORTS FROM SUB-COMMITTEES (OM226)

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

- i. Joint Consultative and Negotiating Committee for Lecturing Staff meetings of 10 October and 14 November 2018;
- ii. Joint Consultative and Negotiating Committee for Support Staff meetings of 10 October and 14 November 2018;
- iii. Equality, Diversity and Inclusion Committee meeting of 20 September 2018;
- iv. Health & Safety Committee meetings of 12 September and 28 November 2018.

OM239 ORGANISATIONAL DEVELOPMENT AND HR TEAM

On behalf of the Committee the Chair thanked the Director and his Team in Organisational Development and HR for the excellent work that was being undertaken. The reports provided to the Committee clearly demonstrated the good progress being made.

OM240 NEXT MEETING

Wednesday 15 May 2019 at 4.00 p.m. at the Paisley campus.

Organisational Development & HR Committee: Meeting of 13 February 2019

Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
13 Feb 2019	OM232.1 228	Annual Effectiveness Review of the Board – guidance being considered at sector level. Further information being sought	G McArthur	An update will be provided at the May meeting	May meeting
	OM232.3 227	Finnart Street Building – report on the remedial work carried out on the cladding at Finnart Street to be brought to next meeting	D Gunn		May meeting
	OM233 221 208	National Bargaining – Committee to be kept informed of developments with Teaching staff and EIS	D Gunn		May meeting
	OM234 209	Employee Health and Wellbeing Strategy – i. feedback from new Employee Counselling provider to be brought to future meeting ii. Strategy to be recommended to Board for approval.	D Gunn G McArthur	ii. Strategy approved by Board at its meeting on 25 March 2019	i.Future meeting ii.Complete
	OM235	HR Annual Report 2018 – Board approval to be sought	L Lauder G McArthur	Board discussed report and suggested some amendments. Revised report to come to Committee at next meeting	May meeting
	OM236 209	People Strategy 2016-19 – Strategy to be reviewed and updated for next 3 year period	D Gunn		Future meeting
		Actions from previous minutes			
26 Sep 2018	OM206.1 195	Health & Safety matters – Committee to be informed once	D Gunn		Future meeting

		response from [REDACTED] is received (Re: Asbestos removal)			
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GMCA/1.04.19

TITLE: **REPORT ON FINNART STREET BUILDING**

Background: The Committee requested a report on remedial work carried out on the cladding at Finnart Street Building.

Action: The Committee is invited to note the update on the remedial work at Finnart Street Campus and seek clarification as required.

Lead: David Gunn, Director, Organisational Development & HR

Status: Open

Finnart Street Cladding Update Report

1. Introduction

- 1.1 In early September 2018 staff reported that a piece of concrete cladding had fallen from the exterior of the building. This paper summarises the subsequent investigation and sets out actions taken by the College to address the issue.

2. Background

- 2.1 The College appointed a firm of Structural Engineers (Woolgar Hunter) to advise on the reason for the incident. They in turn appointed a firm of specialist contractors (Northern Steeplejacks) to carry out an inspection of the exterior of the building.
- 2.2 The Engineers advised that the Finnart Street Campus is approaching 50 years old. The structural frame of the building comprises in-situ concrete floors with a series of precast concrete columns, expressed externally. The exterior elevations are clad with a system of relatively thin, precast concrete panels fitted between the exposed columns.
- 2.3 The cladding had been inspected in 2011 and 2015. On each occasion the investigation found that in isolated areas, the panels had been damaged by the expansion of the steel reinforcement, due to the high levels of chlorides within the concrete mix.
- 2.4 The chlorination of the concrete, coupled with the limited depth of cover to the reinforcing bars, had resulted in the corrosion and expansion of the steel work which in turn caused the concrete to fracture and break away.

3. Cladding Inspection 2018

- 3.1 In October 2018 Northern Steeplejacks undertook a further close inspection of the cladding. During their inspection they removed any areas of loose or damaged cladding and recommended that repairs be carried out in 5 locations where the steel reinforcement had been exposed.
- 3.2 Their findings were appended to the report and recommendations prepared by the Structural Engineers, Woolgar Hunter.
- 3.3 Woolgar Hunter noted that:
- The defects noted by Northern Steeplejacks were consistent with the issues identified in previous reports.
 - The condition of the cladding is consistent with a building of this age and construction and is reaching the end of its expected life.

- 3.4 They recommended that:
- a) Fixing debris netting to the faces / edges of any panels exhibiting defects.
 - b) Erecting a protective fan at first floor level.
- 3.5 They also advised that if neither option in 3.4 were considered practicable close inspections should be carried out on an annual basis.

4. Actions

- 4.1 The College is intending to respond to the issue in two parts:
1. To initiate an annual programme of close inspections undertaken using rope access techniques. During the inspections any loose or boss areas of cladding will be removed. The next inspection will take place in October 2019.
 2. To implement a strategy which separates people from areas where debris is likely to fall. Where this cannot be achieved e.g. around entrances, protective canopies will be erected. The specific solution will vary at different points around the building. The following works are intending on being undertaken.

West Elevation

- 4.2 The West elevation is in two distinct sections, to the north and south of the link building. The southern part of the west elevation overlooks the mid road. Part of this road adjacent to the workshop block, is used for pedestrian access, although most of the road functions as a service area with limited access for pedestrians. Recognising the existing configuration of planters at the base of the tower and adopting the principle of a two-metre exclusion zone it is not considered that any works are required in this area.
- 4.3 The Northern part of the service road serves as a delivery area for the stores and has an enclosed storage compound below the façade used by Estates. The delivery area is out with the two-metre zone, whereas the Estates store is used very infrequently. No specific works are proposed in this area.

East Elevation

- 4.4 The East elevation overlooks the main pedestrian access routes to the Finnart Street and Nelson Street entrances. At the ground floor of the southern part of the East elevation, the glazed windows to Café Bibo project some 1.2 metres from the face of the building. The area has a flat roof construction and would catch any debris falling from above. None the less several timber planters will be installed at ground level, projecting from the face of café Bibo to direct people away from the facade as they walk across the concourse from the steps to the revolving doors.

- 4.5 At the main entrance from Finnart Street the pedestrian access door will be moved to the opposite side of the revolving door and timber planters will be installed two metres away from the façade of the building and configured to “channel” people from the steps to the revolving door.

The North Elevation

- 4.6 The North elevation is located above the principal disabled access to the College. The access ramp wraps around the North East corner of the Tower directly below the façade. At this location we will erect a projecting fan 1.2 metres from the face of the building and configured as a Perspex canopy over the pathway.

The South Elevation

- 4.7 The disabled access from Newton Street is located under the South elevation. Several existing planters are already configured to keep users away from the 1.2 metre exclusion zone. A Perspex canopy will be erected over the width of the disabled access and a second canopy where the access is routed out from under the façade and onto the Eastern concourse.

5. Conclusion

- 5.1 The health and safety of the users of the Finnart Street Campus remains a priority for the College. Following the incident of cladding falling from the campus appropriate investigations have been undertaken and advice received. The above actions set out a proportionate response to the risk of falling debris. The College have appointed external advisors to prepared detailed proposals for the design of the protective canopies described above.
- 5.2 The works noted above will be undertaken as soon as possible.
- 5.3 If any member of the Committee requires further information please do not hesitate to contact Peter Thorne, Head of Estates

29 April 2019

TITLE: **FEEDBACK ON NEW EMPLOYEE ASSISTANCE PROGRAMME**

Background: The Committee requested feedback on new Employee Assistance Programme

Action: The Committee is invited to note the feedback on the Employee Assistance Programme work and seek clarification as required.

Lead: David Gunn, Director, Organisational Development & HR

Status: Open

Update on PAM Assist, Employee Assistance Programme Provider

The New Employee Assistance Programme service commenced in April 2018. Through this service WCS staff have access to clinical and professional expertise which gives them a chance to talk about all kinds of work and personal issues. These might include debt advice, relationships, managing money, stress management, moving house, health advice, work issues, domestic abuse, drug / alcohol addiction, family care or bereavement.

The new service has an increased uptake compared to the previous provider. For example, there has been more than double the amount of telephone traffic and more than double the amount of face-to-face counselling compared to the previous provider.

From April 2018 to March 2019 the provider received 27 telephone calls from WCS staff. 10 members of staff had face-to-face counselling. There were 40 counselling sessions in total. 4 members of staff had formal telephone counselling. There were 15 telephone counselling sessions in total. The PAM Assist website was accessed by WCS staff 468 times.

According to the provider, we still have a lower usage rate than a number of other customers in the education sector. We intend to address this with further publicity in the staff newspaper as well as promotional events throughout the month of May.

The new service provides a broader range of services than our previous EAP provider. In addition to the types of services we had before, the new service also offers:-

- Calls answered by trained counsellors, not just call handlers.
- Where practical the client remains with the first person who answered their call (specialist kinds of expertise, such as legal, may be passed to a different handler)
- Cognitive Behavioural Therapy is available when required.
- Professional PAM staff will deliver information sessions on site and attend health promotional events.
- An interactive website providing a large range of advisory information. Counselling and advice can be received online.

TITLE: HUMAN RESOURCES REPORT 2018

Background: The Human Resources Report was previously submitted to the Committee for discussion on 13 February 2019. It has been amended following feedback from the Board meeting on 25 March 2019 in respect of:

3.4 Sickness Absence

Figure 10 has been replaced as requested by the Board. In view of the points raised at the Board on the level of stress and mental health, the report has been expanded to analyse this type of absences in a college and national context. A section on remedies adopted by the College have also been included. Table 2 has been added to give some context to the instances of sickness absence with WCS.

8 Health and Safety

8.5 Incidents

As requested by the Board , figures for 2017 have been included for comparison purposes and a narrative provided on Accidents and incidents.

Action: The Committee is asked to note the amended report and provide any feedback prior to submission to Board on 17 June 2019.

Lead: David Gunn, Director Organisational Development and HR

Status: Open

TITLE: MODERN SLAVERY STATEMENT

Background: The Modern Slavery Act 2015 requires the College to produce a statement setting out the steps that it has taken to ensure that there is no modern slavery in the organisation nor its supply chains. The statement at Appendix A is made pursuant to the Modern Slavery Act 2015 and constitutes the College slavery and human trafficking statement for the financial year ending 31 July 2019.

The Board of Management considered and approved the statement at its February meeting. In considering the statement produced for the financial year ending 31 July 2019 the Board was aware that it covered a range of College activities and was consistent with policies already in place, e.g. the Sustainability and Social Responsibility Statement and Equal Opportunities Procedure.

While the College could not provide absolute assurance on this matter it did make clear what it expected from its suppliers and others that it did business with. The statement will be reviewed annually and any amendments made at that time to take account of wider contextual issues identified during the year. For the year ending 31 July 2019 the Board of Management has asked that Committees consider the statement in relation to the areas that fall within their remit.

Action: The Committee is requested to review and consider the content of the statement in relation to its remit.

Lead: Liz Connolly, Principal

Status: Open

MODERN SLAVERY STATEMENT

The Modern Slavery Act 2015 requires the College to produce a statement setting out the steps they have taken to ensure that there is no modern slavery in their own organisation and in their supply chains.

This statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and constitutes our slavery and human trafficking statement for the financial year ending 31 July 2019. This statement was approved by the College Board of Management on 4 February 2019. We will review this statement annually.

OUR COMMITMENT

West College Scotland (WCS) adopts a zero-tolerance approach to slavery and human trafficking and is committed to protecting human rights. We will act ethically and responsibly in all of our relationships by working with suppliers that share and adhere to this commitment. We will also put in place reasonable measures to ensure that slavery and human trafficking does not occur within our own organisation or our supply chains.

OUR POLICIES ON SLAVERY & HUMAN TRAFFICKING

We operate a number of policies which support our commitment to human rights and which set out ways that we will minimise the risk of slavery and human trafficking. These policies include our Sustainability and Social Responsibility Statement and Equal Opportunities Procedure.

OUR SUPPLY CHAINS

We are committed to ensuring that there is no modern slavery or human trafficking in our supply chains or in any part of our business. Our procedures reflect our commitment to acting ethically and with integrity in all our business relationships and to implementing and enforcing effective controls to ensure slavery and human trafficking is not taking place anywhere in our supply chains.

Clydebank Campus
College Square, Queens' Quay
Clydebank, G81 1BF

Greenock Campus
Finnart Street
Greenock, PA16 8HF

Paisley Campus
Renfrew Road
Paisley, PA3 4DR

We purchase a wide range of goods and services from suppliers including:

- ICT equipment and services
- Professional services
- Estates and facilities management goods and services
- Food and catering supplies
- Books and printing
- Teaching supplies
- Furniture and stationery
- Waste and recycling services

Procuring goods and services from suppliers linked to supply chains across the world presents risks of slavery and human trafficking. We have put in place the following measures to mitigate this risk:

Advanced Procurement for Universities and Colleges (APUC)

The College utilises the services of APUC to procure goods and services and of which WCS is a member. APUC requires all suppliers to sign a Supply Chain Code of Conduct confirming that it does not use forced, involuntary or underage labour, provides suitable working conditions and treats employees fairly. APUC is a Founder Member of Electronics Watch, an independent monitoring organisation working to achieve respect for labour rights in the global electronics industry through socially responsible public purchasing in Europe.

WCS Procurement Team currently utilises and is committed to the APUC Supply Chain Code of Code to underpin all tendering activity and supplier adoption.

Regulated Procurements

Every regulated procurement process conducted by the college requires tenderers to disclose whether the bidder or any member of their organisation with decision-making powers has been convicted in the last five years of any offence under Part 1 of the Human Trafficking and Exploitation (Scotland) Act 2015, or under any provision referred to in the Schedule to that Act. Tenderers that confirm such a conviction will be excluded from the process unless they can successfully demonstrate that they have self-cleansed. The Sustainable Public Procurement Prioritisation tool has been used to review high-risk categories including estates, food and catering, information and communication technology, laboratories and travel.

Modern Slavery Statement

For procurement that does not take place through the APUC or other purchasing organisation frameworks (exceeding £50,000 for goods and services and £2,000,000 for works), this statement is included with all tender documents and potential suppliers are required to complete and sign our modern slavery certificate. This certificate requires tendering suppliers to set out the measures that they take to ensure that slavery and human trafficking does not take place in their own organisation or supply chains

OUR PEOPLE

We have put in place the following measures to mitigate the risk of slavery or human trafficking taking place directly within our organisation:

Recruitment Practices

We carry out rigorous right to work checks for all new members of staff. When it is necessary to engage agency workers, we encourage all staff to use recruitment agencies who have met our rigorous procurement procedures.

Pay

We comply with all pay related legislation and the College is a Living Wage Employer.

Working Conditions

Our Health and Safety Team oversee the College's compliance with health and safety legislation across our campuses. We are committed to fair working practices and publish a range of policies and procedures setting out our approach to health and safety, well-being at work and family friendly rights.

Whistleblowing

All employees are encouraged to raise concerns about possible wrongdoing or malpractice within the College and will be protected from any reprisals should they choose to make such a disclosure. This commitment is set out in the College's Public Interest Disclosure Policy.

ADDITIONAL INFORMATION

Training

The College requires all procurement and HR managers to complete training on modern slavery as a module. This training will include Colleges purchasing practices, how to assess / identify the risk of slavery and human trafficking, what external assistance is available and what steps to take if manager suspects human trafficking and slavery to be taking place.

Awareness-raising Programme

As well as training relevant staff, the College has raised awareness of modern slavery issues by advertising the issues it raises on the staff and student intranet sites.

Breaches

Any alleged violations of human rights by our employees will be fully investigated and disciplinary action, up to and including dismissal, will be taken where appropriate. We will take action to address any human rights breaches identified in our supply chain, which may include terminating a supplier's contract where serious violations are discovered.

Our Effectiveness in Combatting Slavery and Human Trafficking

We will regularly review the effectiveness of the measures set out in this statement in combatting slavery and human trafficking.

This statement was approved on 4 February 2019 by the College's Board of Management who review and update it annually.

A handwritten signature in black ink, appearing to read 'Liz Connolly'. The signature is written in a cursive style with a large, sweeping flourish at the end.

Liz Connolly
Principal and Chief Executive

TITLE: WORKFORCE PLANNING INTERNAL AUDIT RECOMMENDATIONS UPDATE

Background: In April 2017 Scott Moncrieff provided a self-assessment checklist to the College on workforce planning, based on Audit Scotland's 'Public Sector Workforce Good Practice Guide'. The College provided information on their arrangements against the best practices noted within the checklist which the auditors then used to identify recommendations for improvement. The College then undertook several actions to implement these recommendations including approving revised People Strategy, improvements to iTrent to deliver improved workforce management data and commenced the development of a workforce plan.

As part of the 2017/18 internal audit plan the auditors reviewed the progress made to-date by management in implementing the April 2017 recommendations. The review focused on the revised People Strategy, the draft workforce plan and the project plan to deliver improvements to iTrent. The audit report on this work included recommendations for improvement to ensure that robust workforce planning arrangements are established, in line with their original recommendations and Audit Scotland's 'Public Sector Workforce Good Practice Guide'.

In line with normal practice these recommendations were to have been added to the Rolling Audit Action Plan (RAAP) for monitoring by the Audit Committee. However, given the specialist nature of the actions it was agreed that the implementation of the recommendations would be monitored by the Organisational Development and HR Committee. To complete the single recommendation held on the RAAP, a report was to be provided to the Organisational Development and HR Committee with the outcome of the Committees review reported to the Audit Committee.

This report updates the Committee on the actions taken to address the internal auditors' recommendations.

Action: The Organisational Development and HR Committee is requested to:

- a) Note the actions taken to address the internal auditor recommendations; and
- b) Conclude that the actions have satisfactorily addressed the management actions and that this will be reported to the Audit Committee.

Lead: David Gunn, Director Organisational Development and HR

Status: Open

TITLE: **WORKFORCE PLAN ACTION TRACKER**

Background: The Internal Auditors in their Audit Visit Memo June 2018 state “ The action plan requires progress to be monitored by management. Staff should also consider whether periodic reporting to the OD&HR Committee or Board is required” .The management response to this recommendation was that periodic reports would be made to the OD&HR Committee.

Action: The Committee is invited to note the update on the Workforce Planning Action Plan and seek clarification as required.

Lead: David Gunn, Director, Organisational Development & HR

Status: Open

Workforce Planning Action Plan 2019

	People Strategy Objective Ref.	Description of Action	Lead	Timescale for Implementation – Short or Medium Term	Description of Potential impact on Workforce / Service	Financial resources required	Progress towards implementation	Targets
1	4.4	Voluntary Severance	Principal	Short Term and Medium Term	Reduction in credit allocation will require reduction in workforce	SFC have provided funding	Four phases of VS applications have been implemented.	3 phases completed by November 2018. Fourth phase closed to applications on 30 April 2019
2	4.4	Restructuring	Principal	Short Term and Medium Term	To reflect changes resulting from VS Scheme	From existing budgets	Workforce Planning at Sector/Department level may demonstrate a requirement for further structural changes.	Changes were made to the SMT Responsibilities/ Structure with effect from 21 st February 2019.
3	4.4	Introduce Workforce Planning at/Sector Department level	DODHR	Short Term	Will focus workforce planning at a more operational level	From existing budgets	Significant modifications to the iTrent HR System have been made to facilitate the production of more detailed management reports.	Presentation to SMT and Heads took place on 30 th April 2019. Proforma for planning was distributed. SLWG to be established. Returns to be analysed and recommendations made by end of August 2019.

4	4.2	Utilise the results of the skills profile exercise	DODHR	Short Term	Will allow redeployment in areas of over staffing	From existing budgets	The skills profiling exercise provides information on the curriculum areas which existing lecturers could transition to.	Results to be analysed and shared with Curriculum Heads by the end of June 2019. To increase participation going forward, further consideration is to be given into how skills profiling may be integrated into the CPDR process or an alternative approach developed. Target by November 2019.
5	4.4	Youth Employment Plan	VPCD	Short Term	Provides jobs, work experience and training opportunities for young people aged 16-24.	SFC Funding	A Youth Employment Plan is in place but will be developed in line with the Workforce Plan.	Further development of the Youth Employment Plan in conjunction with the workforce plan by December 2019.
6	4.5	Mental Health and Wellbeing Strategy	DODHR	Short Term	Improve mental health and wellbeing of staff	From existing budgets	Strategy has been welcomed by the Trade Unions and approved by the Board on 25 th March 2019.	Strategy to be launched in May 2019 in a month of mental health promoting activity involving staff and students, centred on Mental Health Week 13 th - 19 th May 2019.

7	4.4	Address labour market supply issues through recruitment initiatives to recruit staff with the right skills, attitudes and behaviours.	DODHR	Short Term	Improve recruitment in areas that are difficult to recruit staff	From existing budgets	Our behaviours framework (called Building Our Collective Future) was released in September 2018. Further work required in targeting hard to recruit skills.	Working Group established behaviours framework to be incorporated into the recruitment process. Due to report back with recommendations by end of June 2019. Recommendations on initiatives to target hard to recruit skills to be complete by December 2019
8	4.4	Develop a plan to assist with mitigating risks associated with an aging workforce	DODHR	Short Term	Enable a more focused approach to replacing key staff over a longer period	From existing budgets	Improved HR reporting is being implemented which will allow for improved planning. This action is dependent on item 3 above "Introduce Workforce Planning at Department level"	Plan to be developed by December 2019
9	4.2	Develop and implement digital training	DODHR	Short Term	Will assist College to implement digital agenda	From existing budgets	The 2018-19 Staff Training Programme contains a range of digital training. A range of Microsoft distance learning was released to staff in August 2018.	The College is currently developing an overarching Digital Strategy. The Strategy will help inform key actions to improve

								digital literacy amongst staff. Actions on improving digital literacy to be developed by December 2019
10	4.5	Introduce a plan to address sickness absence issues	DODHR	Short Term	Reduce budget costs and improve wellbeing of staff providing cover for sickness absence	From existing budgets	The Mental Health and Wellbeing strategy has been finalised. Consultation with Trade Unions and consultation took place in April 2019 to consider various options for improving sickness absence rates.	Consultation with Trade Unions has taken place and the Strategy was welcomed. A focussed plan for addressing sickness absence, including developments in the Sickness Absence Procedures, to be brought forward for implementation by August 2019.
11	4.1	Increase appreciation of the diversity of our staff and students.	DODHR	Medium Term	Increased visibility of diversity. Improved approaches to recruitment to increase diversity. Positive policies and training to encourage diverse groups to seek and	From existing budgets	Unconscious bias training has been running since 2017 and the Gender Action Plan is in place. A staff survey will produce results in January 2019 which will inform the Equality Report to be produced in April 2019. This will contain targeted outcomes for the next two years.	Staff Equalities survey conducted in January 2019 and analysis completed

					secure a broader range of roles.			
12	4.2	Increase the capacity of teaching staff by providing training and development aligned to the new Professional Standards for Lecturers.	DODHR	Short and Medium Term	Increased breadth and level of teaching from individual lecturers,	From existing budgets.	The Staff Development Group are considering the development implications of the new standards.	Develop Actions to link development opportunities to Professional Standards for lecturers by December 2019.

Definition: Short = up to 1 year; Medium = 1-3 years

TITLE: **FREEDOM OF INFORMATION (FOI) AUDIT REPORT**

Background: In accordance with the 2018/19 Internal Audit Plan Scott Moncrieff reviewed the College arrangements for processing and responding to freedom of information requests,

Action: The Committee is asked to note the Audit Report on the processing and response to FOI requests.

Lead: David Gunn, Director Organisational Development and HR

Status: Open

TITLE: RISK

Background: The strategic risk register was considered by the Board at its meeting on 25 March 2019. No changes were made to the risk register at this meeting. The risk register is attached for consideration.

The Committee is asked to consider the risks identified and the mitigating actions being taken and if there are any further additions or amendments to be made to it.

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

Lead: Liz Connolly, Principal

Status: Open

Strategic Risk Register Dashboard Report

Risk register reference date: Mar-19
 Board / Committee review date: Mar-19

Top 5 risks this period				
Ref	Risk	Probability	Impact	Score
WCS 1	Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.	6	4	24
WCS 2	Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.	4	4	16
WCS 3	Business cases for development of estate are delayed, impacting upon ability of College to recruit students / retain staff.	4	4	16
WCS 4	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.	4	3	12
WCS 5	Impact and outcome of National Pay Bargaining for both teaching and support staff.	6	2	12



Risk 1 in relation to the volatility of SFC funding remains as the most significant risk faced by the College.

As can be seen from the above graph the higher rated risks have not changed since the previous review in December 2018.

WEST COLLEGE SCOTLAND STRATEGIC RISK REGISTER 2018-19

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
1	WCS 1	1,2,3,11	Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.	6	4	24	1) Detail of 2018-19 final SFC funding received on 18 May 2018. This shows a level of core funding which is not greater than in 2017-18; a reduction in the level of activity the College will be required to deliver; a change in the estates funding methodology which will impact upon College operations; and no specific funding in order to meet the cost of any annual pay increases. The College will continue to face a number of financial challenges arising from this settlement. The detail of 2019-20 SFC indicative funding were expected on 22 February 2019 but have been delayed and SFC as yet to announced revised publication date. When received the College can review its financial position at that point. 2) 2018-19 budget approved in conjunction with 5 year future financial scenario planning and detailed assumptions. 3) Transition Plan submitted to SFC in order to address future financial challenges. Initial version of Plan submitted to SFC in August 2018 with further update provided to SFC in November 2018 following on from Board of Management consideration in October 2018.. 4) Robust financial forecasting including production and review of monthly management accounts. 5) Estates Strategy including objective to improve / rationalise the College estate utilising estate maintenance funding. 6) Commercial Development Group reporting to Corporate Development Committee with focus on maintaining and growing income including ESF activity. 7) Robust monitoring of current and future curriculum delivery plans (CMAP) including staffing requirements. 8) Significant work undertaken to embed Workforce Planning into College operations / planning. 9) Active College representation and involvement in external SFC review groups - funding methodology, CDN Finance network; credit review; access and inclusion; rural and remoteness premium and student funding.	6	4	24	VP Operations / VP Educational Leadership
2	WCS 2	1,2,3,11	Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.	5	4	20	1) College Estate Strategy submitted to SFC, reviewed by internal audit and subject to annual review on implementation and progress by Board of Management Estates Committee. 2) 2018-19 final funding for estates now split into lifecycle maintenance and high priority maintenance. Reduction in lifecycle maintenance will present College with operational challenges as financial modelling assumed flat cash settlement in future years. There is also a need to understand the basis of estates maintenance funding allocation beyond 2018-19. 3) WCS participation in SFC/sector Capital Working Group. 4) Outline Business Case for Greenock updated and submitted to the SFC in December 2018 following Board of Management approval. SFC have confirmed receipt and willingness to work with College to take forward OBC. Implications of recently published Inverclyde local development plan now being considered and College is engaging with 5) Outline Business Case for Paisley submitted to the SFC and feedback received from the SFC. Discussion with partner organisations remains ongoing in relation to the collaborative aspects of the proposals, and an updated OBC for Paisley will require to be submitted to SFC. 6) SFC have issued the outcome of a national College estate condition survey. College has discussed and obtained agreement with SFC as to how the 2018-19 high priority maintenance funding will be applied.	4	4	16	VP Operations

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
3	WCS 3	1,2,3,11	Business cases for development of estate are delayed, impacting upon ability of College to recruit students / retain staff.	5	4	20	1) The College continues to actively engage with SFC, SFT and other key stakeholders. 2) College Estate Strategy highlights required estate investment for consideration by SFC and Scottish Government. 3) Outline Business Case for College estate in Paisley submitted to the SFC. Response received from SFC in regard to Paisley OBC and the College is currently engaging with partners in relation to the collaborative aspects of any proposals. 4) Outline Business Case for Greenock updated and submitted to the SFC in December 2018 following Board of Management approval. SFC have confirmed receipt and willingness to work with College to take forward OBC Implications of recently published Inverclyde local development plan now being considered and College is engaging with partners in relation to this. 5) Ongoing prioritisation of College estates funding in a way which links to priority projects, with update reports being provided to each meeting of the Board of Management Estates Committee. 6) Ongoing involvement in sector/SFC capital working group enables WCS input to ongoing discussions in relation to SFC estates maintenance allocation methodology and capital allocations. 7) Ongoing engagement with SFC in relation to implementation of national estate condition survey review and future direction of travel.	4	4	16	VP Operations
4	WCS 4	1, 3, 5, 6	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.	5	4	20	1) Improving working relationships with local authorities and school head teachers in order to access attainment funding in support of College activities in this area. 2) Continued engagement with SFC in relation to ROA monitoring" for current and future years. 3) Robust internal monitoring, tracking and reporting procedures in place, including through College operational planning process and ongoing monitoring through the Board of Management and sub-committees. 4) Detailed curriculum development planning and review process which has been subject to review by internal audit. 5) Blended approach to delivery of teaching and learning including distance and online learning allowing College to address changes in recruitment and delivery. 6) Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered. 7) The Board of Management considered the updated College ROA during the meeting in January 2019, and considered the outcomes that will be delivered at that time. The ROA will be further considered once the 2019-20 SFC indicative funding is provided, with a final version agreed with SFC prior to summer 2019 based on final SFC funding figures.	4	3	12	VP Educational Leadership

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
5	WCS 5	3, 11	Impact and outcome of National Pay Bargaining for both teaching and support staff.	6	3	18	1) WCS representation and involvement in national college Employers Association and national joint negotiating committee (NJNC). 2) Financial impact assessment / planning scenarios with the financial impacts of National Bargaining subject to ongoing discussion with the SFC. National Bargaining funding distribution for 2019-20 amended in year and agreed with Colleges Scotland and the Scottish Funding Council. 3) 2018-19 final SFC funding included an allocation in order to meet the cost of national bargaining. Further information and understanding of how this will be funded in and beyond 2018-19 is required. 4) Business Continuity Planning considers impact of industrial action, with specific plans in place. 5) Local trade union consultation and negotiating committees for support and teaching staff continuing to meet on an ongoing basis in order to maintain positive College industrial relations. 6) Robust college sector and WCS communications plan. 7) Local workforce planning arrangements subject to positive internal audit review (June 2018). 8) Support staff pay award for 2018/19 has now been settled.	6	2	12	Principal
6	WCS 6	2, 3	Failure to maintain or acquire and use IT systems and infrastructure to support the digital ambitions of the College.	4	4	16	1) IT Strategy, Policies / Procedures and system access processes in place. The Finance and General Purposes Committee have reviewed progress achieved in delivering the IT Strategy as at Year 2 and are satisfied with progress given the level of resource available to the College - although recognise that the College digital ambitions are being constrained by the level of SFC funding. Strategic dialogue with the SFC is therefore ongoing in an effort to secure the required level of funding in order to deliver College digital ambitions. 2) Staff and student feedback and evaluation procedures in place. 3) IT Contingency Plan in place with regular review. 4) Embedded IT incident review process. 5) Review of College cyber resilience undertaken and significant work carried out to ensure college gains Cyber Essentials Plus accreditation by required deadline in accordance with Scottish Government guidelines. 6) Development of College Digital Strategy. 7) Funding bid developed based on above work for submission to SFC to ensure IT systems are fit for purpose. 8) College has achieved cyber essentials plus accreditation.	4	3	12	VP Operations
7	WCS 15	1,2,3,11	Failure to deliver the financial and/or non-financial objectives outlined in the College transition plan "Future Proofing Our College".	4	4	16	1) Transition plan has been developed by the College and discussed in detail with the SFC. 2) Board of Management have approved the Transition Plan and financial objectives are monitored through the F&GP Committee. Board of Management monitor overall plan achievement. 3) Projects have been initiated in line with the plan and are directed by a specific member of SMT. 4) Detailed delivery plan has been created to allow milestones to be set and monitoring to take place. 5) College on track to meet financial objectives outlined in the plan during 2018-19. However future years remain challenging and the plan will require to be further reviewed/updated. SFC indicative funding figures were expected to be provided on 22 February 2019 for the 2019-20 financial year. However these have been delayed with no revised publication date.	3	4	12	Principal

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
8	WCS 16	1, 3, 5, 6, 11	Failure to prepare for the anticipated impact upon the College of Brexit including loss of European funding, loss of students / staff and access to exchange programme funding (Erasmus / Leonardo).	5	3	15	1) Board of Management has established a working group to review the available data on the impact of Brexit and to make recommendations to the Board. 2) College is a member of a Colleges Working Group on Brexit allowing access to latest intelligence specific to the College sector. 3) Close liaison with SFC on future funding arrangements post 2021 when current funding due to end. 4) SMT briefing paper discussed and checklist of likely impacts being completed to identify potential risk areas.	5	3	15	Principal
9	WCS 8	2, 9, 11	Unable to develop and commence implementation of an Estate Strategy that achieves the agreed criteria for size, quality, flexibility and carbon emissions	3	4	12	1) Estate Strategy 2016-2026 approved by Board of Management and submitted to SFC and now being implemented. 2) Improvements to infrastructure and equipment are actioned and updated annually based on funding available. 3) Minimise possibility of unplanned closures through regular maintenance of physical assets. 4) On going discussions with funders and other stakeholders to identify potential funding / development opportunities. 5) College wide condition survey work undertaken to assist with identification of areas of investment . 6) Internal audit review (May 2017) of Asset Management included positive review of work undertaken to develop and implement the College Estate Strategy 2016-26. 7) 2018-19 final funding for estates now split into lifecycle maintenance and high priority maintenance. Reduction in lifecycle maintenance will present College with operational challenges as financial modelling assumed flat cash settlement in future years. Discussions with the SFC on nature of spend under high priority maintenance and agreement reached on areas of priority spend. There is also a need to understand the basis of estates maintenance funding allocation beyond 2018-19. 8) Board of Management Estates Committee consider progress in implementing the Estate Strategy on an ongoing basis, with an annual review undertaken to demonstrate progress achieved.	3	3	9	VP Operations
10	WCS 9	3, 4, 11	Inability to maintain positive staff relations	4	3	12	1) Internal audit report (June 2018) on Workforce Planning confirmed substantial progress made in addressing Audit Scotland recommendations. 2) Clear procedures for communication in place in order to engage with Trade Unions and all staff across the College. 3) Developed procedures for staff engagement and negotiations. 4) Staff engagement session and staff surveys undertaken on regular basis allowing issues to be addressed early. 5) Local trade union consultation and negotiation committees in place for teaching and support staff and meet on an ongoing basis 6) Board of Management considered the College Workforce Development Plan and approach at the December 2018 meeting. The Board were content with approach being taken. Noted that a follow up report was to be provided to Audit Committee in order to close off the internal audit recommendations.	3	3	9	Principal

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
11	WCS 11	5, 6, 8, 11	Inability to specify, deliver and effectively implement an approach to generation of alternative income	3	4	12	1) Development of strong partnerships with local employers and stakeholders. 2) Operation planning process used to identify potential opportunities for income growth. 3) Adaption of course portfolio to meet student / employer needs. 4) Financial strategy and planning in place to address resource needs and redirect as required. 5) Review of resources required within Curriculum Development Planning procedure. 6) Annual financial target is agreed and monitored by the Corporate Development Committee. 7) Commercial Development Group reporting to Corporate Development Committee.	3	3	9	Principal
12	WCS 7	2, 11	Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery.	3	4	12	1) Internal audit report on Business Continuity Planning highlighted areas for development. Action has been taken to address the audit recommendations with updates provided to the Audit Committee. 2) Internal audit have carried out IT security health check with aim of preparing the College to answer requirements of Governments Cyber resilience Strategy. Action plan in place to address recommendations made. 3) Incident response plan has been updated and communicated to all relevant staff. 4) Effective estate response procedures to incidents. 5) Adequate insurance cover to assist in recovery after an incident. 6) Risk assessment process well embedded at strategic level now being further embedded at operational level. Review of risk appetite undertaken by Board and SMT. 7) Planned preventative maintenance regime in place including fire and intruder alarms. 8) College has achieved Cyber Essentials Plus accreditation..	3	3	9	VP Operations
13	WCS 10	3, 4,	Failure to implement a systematic approach to workforce planning resulting in lack of appropriate resources and skills to achieve strategic priorities	4	3	12	1) Internal working groups have been set up to develop College workforce Plan and associated reporting requirements. 2) Detailed teaching resource planning through use of curriculum mapping tool (CMAP). 3) Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities. 4) Itrent HR and Payroll software developed to provide staff data and reports. 5) Professional Development Policies are aligned to strategic priorities. 6) Roll out of College CPD review process is ongoing and supports succession planning, leadership development and assists in mitigating the impact of the loss of key staff. 7) Internal audit reviewed workforce planning as part of 2017-18 audit plan. Internal audit recommendations are subject to final report from OD&HR Committee to the Audit Committee to allow the closure of the issues raised.	3	2	6	VP Educational Leadership VP Operations

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
14	WCS 13	11	Inability to ensure a holistic response to data and information governance, including compliance with the General Data Protection Regulations (GDPR).	3	3	9	1) External briefings provided to SMT on principles and practicalities of implementing GDPR. 2) Establishment of College working group on implementation of GDPR requirements. This group has oversight of the information risk assessment process. 3) Update reports to SMT and OD&HR Committee on progress made. 4) Active engagement across the College to ensure collaborative approach. 5) Data Protection concepts and principles embedded within the operations of the College. 6) Working with other Colleges to pool resources and minimise duplication of effort. 7) Data protection Officer appointed to the College.	3	2	6	Principal
15	WCS 12	1,2,3,11	Failure to invest sufficient resource (financial / staff) into delivery of College Carbon Management Plan (CMP) resulting in negative publicity and failure to achieve ROA outcomes.	3	3	9	1) Approval of CMP by Board of Management in October 2016 with this subsequently being submitted to the SFC. The Board of Management Estates Committee also consider progress made in implementing the CMP on an ongoing basis, with a formal annual review undertaken. 2) Specific resource - staff and funding - allocated to allow CMP to be implemented. 3) Development of Sustainability Group involving board, staff and student representatives. 4) Annual Scottish Government report on carbon management and wider sustainability issues now reported on for second year. 5) College on target to achieve objectives of CMP including 10% reduction in emissions.	2	3	6	VP Operations
16	WCS 14	1, 3, 5, 6	Normal business activities are unduly affected due to the complexity of sequencing estates investment works	4	2	8	1) Detailed resource planning involving all relevant parties at an early stage for project work undertaken. 2) Level of investment at a stage where no material impact on activities. 3) Knowledge base within current staff to be able to identify issues.	3	2	6	VP Operations

STRATEGIC PRIORITIES

1. We will provide education and training in inspirational and innovative ways to engage and meet the diverse needs of our students.
2. Education and training will be delivered to students in high quality College facilities, in their place of work or through the development and use of digital technologies.
3. We will provide the highest quality of teaching and tailored support to maximise our students' opportunities to achieve success and progress to employment and further study.
4. We will support the development of our staff and teams to achieve successful outcomes for themselves, our students and the College.
5. We will develop our curriculum and services to ensure they align with and support Scotland's key economic sectors. We will ensure that our students are equipped with the relevant training, qualifications and essential skills they need for employment and life.
6. We will develop meaningful partnerships; connections and alliances with business and industry to ensure employers are directly involved and invest in educational and skills development across the west.
7. We will become a strategic resource and valued partner with our stakeholders, building relationships, leveraging resources and capabilities to design, develop and deliver our products and services.
8. We will proactively look for new partners and new areas of activity, which will allow us to grow and develop our income to reinvest in our core business for the benefits of our students, our staff and our communities.
9. We will grow our reputation both nationally and internationally. Our reputation will be based on the quality of our teaching, outcomes for our students and our willingness to strive for and set the highest standards across all areas of our work.
10. We are committed to taking a leadership role in the West Region and together with our partners and stakeholders, tackle the significant social and economic deprivation, which still characterise many of our communities.
11. We will deliver a sustainable, effective and efficient service to our communities, through the implementation of sound governance, leadership, planning and management.

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

Risks - Probability x Impact Score Grid

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

TITLE: PROPOSED COMMITTEE DATES OF MEETINGS IN 2019/20

Background: Consideration has been given to the meeting dates for next session, 2019/20. It is proposed that the Committee follow a similar pattern to this year and meet 4 times during the session, with meetings being held on Wednesdays at the Paisley campus starting at 4.00 p.m. The suggested dates for next year are

- Wednesday 18 September 2019
- Wednesday 6 November 2019
- Wednesday 12 February 2020
- Wednesday 13 May 2020

The proposed schedule for Board and Committee meeting dates in 2019/20 is attached for information.

Action: The Committee is asked to consider and agree the proposed meeting dates for next session.

Lead: Gwen McArthur, Secretary to the Committee

Status: Open

Dates of Meetings in 2019/20

Committee	Aug	September	October	November	December	January	February	March	April	May	June
BOARD Mondays at 4.00 p.m.			7 G		9 P		3 P	23 C			15 P
Audit Thursdays at 4.00 p.m.		5			12			12		21	
Joint Audit & Finance				19 4.00 p.m.							
Finance and GP Tuesdays at 4.00 p.m.		3(?) 24		19 2.00 p.m.				10			2
Corporate Development Tuesdays at 4.00 p.m.			22				18			5	
Estates Tuesdays at 4.00 p.m.		10			10			3		26	
OD&HR Wednesdays at 4.00 p.m.		18		6			12			13	
LTD Wednesdays at 4.00 p.m.				13 C			26 P			20 G	

NOTE: the venue for the Board and some Committee meetings will alternate between different Campuses as indicated above.

C = Clydebank; G = Greenock; P = Paisley.

GMCA/1.05.19/v6

TITLE: REPORTS FROM SUB-COMMITTEES

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

- a. LJCNCs – 23 January 2019
- b. Equality, Diversity & Inclusion – 13 December 2018

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

Minutes of the Local Joint Consultative & Negotiating Committee for Support Staff (LJCNCs) held at Clydebank Campus on 23rd January 2019



Present:

Liz Connolly	Chair
Stephanie Graham	Vice Principal: Educational Leadership
David Alexander	Vice Principal: Operations
David Gunn	Director Organisational Development & HR
Albert Sorrie	Unison
Audrey Manning	Unite
Danny Thomson	Unison

Apologies: David Alexander

Abbreviations used: MS – Management Side SS – Staff Side

Action	Responsibility
<p>1 Minutes of previous meeting held on 14th November 2018 The minutes of the previous meeting were agreed as an accurate record of the meeting.</p>	
<p>2 Matters arising from the minutes</p>	
<p>2.1 Sickness Absence D Gunn stated that a meeting with trade unions had been arranged for 7 February 2019</p>	
<p>2.2 GDPR D Gunn stated that a presentation by Donald MacLean, Data Protection Officer on the implications of GDPR for trade unions would be arranged in February.</p>	DG
<p>2.3 Mental Health D Gunn referred to a briefing prepared by Joe Rafferty, Head of Organisational Development and HR on Mental Health First Aiders. Specifically he stated that “Conventional First Aiders are first responders in emergency situations. Mental Health First Aiders are promoters of understanding, knowledge and source of advice”. D Gunn stated that he would circulate the full briefing for information. S Graham stated that Student Advisory staff had been trained in mental health first aid.</p>	DG
<p>2.4 First Aid Calls – Clydebank campus D Thomson stated that PMAs were still being called to first aid cases in the Learning Development Department. They were attending first aid calls but were not confident in responding, as they did not have the medical history of students. S Graham stated that she had an initial discussion with the Head of Sector but would discuss it with him again.</p>	SG

3 Funding

L Connolly stated that the budget had not been approved by the Scottish Parliament. The SFC were expected to provide high level, indicative figures for the sector some time in February, however the exact date had yet to be advised.

4 Cost savings recommendations

A Manning stated that a "Pick your career" event had taken place in the Lagoon Centre, Paisley the previous day. Similar events were going to take place in Clydebank and Greenock but were not being held in the campuses. A Manning stated that she would have thought this was an additional expense when trying to achieve cost savings. She asked if management would provide the cost of external hires of accommodation for these events.

S Graham stated that the proposal for the event had come from the Heads Forum. The cost of hiring external venues had come from their sector budgets and there was no additional costs to the College out with agreed budgets.

L Connolly acknowledged the point about cost savings but stated that this was an investment in recruiting students.

S Graham stated that the Heads had devised this new initiative and realigned their budgets to absorb the costs. They believed it was important to try a different method of course promotion from the more traditional campus open days and wanted to take the event into the community.

S Graham stated that the events would be evaluated to inform future promotional events or open days.

5 Paisley Car Park

A Manning stated that there were large pot holes in the Paisley campus car park and it needed investment. There was also double parking.

D Alexander stated that funding was an issue in respect of improving the car park but the College sought to undertake repairs on a rolling programme when possible using the limited resource available

A Manning stated that she had spoken to Alan Ritchie and had been told there was an agreement with Milne Craig whereby they could use the car park for overspill.

A Manning stated that there had been an incident involving parking with an individual from Milne Craig and a member of College staff.

D Alexander stated that he would discuss any matter involving individual members of staff with A. Ritchie but there was an agreement with Milne Craig regarding overspill from their own car park. Regardless of this, he explained that it was a public car park.

6 Brexit effects of no deal; contingency plans if funding withdrawn from EU

D Alexander stated that the College received £1.6m in respect of ESF funds and SFC had advised this would continue to be allocated until 2021/2022. There was no indicator of what would happen beyond that.

Action	Responsibility
<p>7 First Aid</p> <p>D Thomson stated that PMAs were still receiving the majority of First Aid calls at Clydebank campus.</p> <p>A Sorrie stated that the 3 campuses had different arrangement for first aid calls. It would make sense to have the same rota arrangements whereby all First Aiders got involved in calls.</p> <p>L Connolly stated that D Gunn would look into this.</p> <p>L Connolly stated that First Aiders needed experience to retain their skills.</p>	DG
<p>8 AOCB</p>	
<p>8.1 Greenock campus</p> <p>A Sorrie asked for an update on the new build in Greenock.</p> <p>L Connolly stated that she had been invited along with S Graham and Peter Thorne to speak to the full Inverclyde Council. They had given a presentation on the curriculum at Greenock and responded to a lot of questions.</p> <p>L Connolly stated that an offer had been made to meet with independent Councillors but this had not been taken up by them.</p> <p>S Graham stated that the College had responded to some of the inaccurate student numbers quoted in articles in the Greenock Telegraph. Some of the figures used for comparison purposes prior to merger had included Largs and Kilwinning campuses.</p> <p>S Graham stated that figures for Distance Learning had also been included which should not have been for comparison purposes pre and post merger.</p> <p>D Alexander stated that a business case had been submitted to the SFC but there were challenges with Inverclyde Council in respect of reaching agreement on a suitable site for the new build.</p> <p>D Alexander stated that the revised Inverclyde Local Development Plan had been called in by the Scottish Government Reporter and the College would seek for this process to also further consider proposals for a new Inverclyde campus based at East India dock.</p> <p>D Alexander stated that the Scottish Government had not identified funds to support and deliver infrastructure projects within the college sector based on the summary 2019/20 budget figures that had been published to date.</p> <p>A Manning stated that trade unions could consider lobbying politicians about funds for a new build.</p> <p>D Alexander stated that he hoped Inverclyde Council would work with the College to secure a site that would enable the College to meet 21st century teaching and learning needs.</p> <p>L Connolly stated that a further update would be provided at the next meeting.</p>	LC
<p>8.2 SMT Restructuring</p> <p>D Thomson asked if any pay increases were awarded during the recent SMT restructuring.</p> <p>L Connolly stated that there had not been a restructuring. A realignment of duties had taken place and there were no changes to any salaries. Members of the SMT would be taking on these revised responsibilities from 25 February.</p>	

8.3 Regional Outcome Agreement

S Graham stated that the College had updated the Regional Outcome Agreement which was in its third year. The College was awaiting feedback from the SFC. The ROA document would then be circulated to the trade unions for any comments. The final version had to be submitted to the SFC by 30th April.

8.4 Mental Health

D Thomson stated that based on discussions from friends in the private and public sectors, he believed the College was miles ahead in respect of the support provided to staff on mental health issues.

L Connolly stated that this was good to hear and welcomed the feedback.

8. Date of next meeting

Wednesday 20th February 2019, Paisley campus, 3pm

Present:

David Gunn (Chair)	Director Organisational Development and HR
Clare Fraser	Equality, Diversity and Inclusion Manager
Cathy MacNab	Director Quality
Anne Campbell	Assistant Principal Care, Life Sciences & Technology
Karen Combe	HR Manager
Albert Sorrie	Unison rep
Iain Forster-Smith	Director Student Services and Communities

Apologies: F McKenzie, R Chandler

Action	Responsibility
<p>1 Welcome and Apologies D Gunn chaired the meeting and apologies were noted.</p>	
<p>2 Minutes of previous meeting Minutes of the meeting on 20th September 2018 were agreed as an accurate record subject to small amendment.</p>	
<p>3 Matters arising from 20th September 2018</p>	
<p>3.1 BSL Plan British Sign Language Plan completed and published.</p>	
<p>3.2 ECU Sector Survey C Fraser benchmarking data once EDI survey is published in January 2019.</p>	
<p>3.3 Transgender Facilities Currently no budget allocation at this time for work required at each campus but will be taken into account at design stage for any new building work. IFS noted the good signage used a recent visit to Forth Valley College. C Fraser to contact the Equality Manager at Forth Valley.</p>	CF
<p>3.4 Preventing Gender Based Violence D Gunn to take forward development of a policy to the SMT for discussion.</p>	DG
<p>4 Gender Action Plan – Review of Targets C Fraser provided committee with Superclass data and noted by 2020, the aim is to increase the minority gender by 5%. Progress has not been uniform particularly with female dominated subjects. IT/Computer Science female participation has exceeded the longer term target.</p>	
<p>5 EDI Online Training Current contract with Marshalls ends March 2019. C Fraser has trialled an alternative package from Cyclix and noted it was more user friendly with videos and exercise scenarios throughout. C Fraser looking for volunteers from committee to trial and review. C Fraser to send out link via G McIntyre.</p>	ALL

Action	Responsibility
<p>6 CQL Practice Updates C Fraser delivered updates at each CQL campus meetings held in November. Topics covered: Equality Audit Tool, progress of Gender Action Plan, Trans Self ID Consultation and Equally Safe. She noted that CQLs may require time to embed into practice and to reflect. Evaluation documentation to be sent to CQLs re PIs and EDI questions in preparation for discussion at CQL Development Day on 21st February 2019. C Fraser to attend CQL Development Day.</p>	CF
<p>7 Board Diversity SLWG Group met 16th November 2018. Recruitment documentation revised. Plans discussed on how to approach community groups / representatives. Meeting to discuss further with IFS, J Rafferty and F McKenzie arranged mid January 2019 Next SLWG meeting arranged for 15th February 2019.</p>	
<p>8 Equally Safe</p> <ul style="list-style-type: none"> • White Ribbon Campaign – Action To end male violence against women - IFS has taken pledge on behalf of WCS. Donations can be given at campus receptions. All staff encouraged to buy/wear ribbons. Discussions made on making this an annual event. • Active Bystander Training Pilots – CF invited committee to attend ½ day sessions arranged for each campus; for staff to raise awareness of what constitutes gender based violence and how to support survivors. <p>CF noted that she is co presenting a “Gender based violence” workshop on 16th January with the Student Association after discussions with K McEwan, Students Wellbeing Officer. It will involve action planning and how we address the issue. CF also highlighted the positive impact on mental health issues the Gie’s a break café was having for both staff and students. The good work had also been noted by the Board.</p>	
<p>9 AOCB</p> <p>9.1 Complaints Annual Report C MacNab advised committee that the annual report is now available on the Intranet and statistics continue to be monitored.</p>	
<p>9.2 External door – Paisley (RN Catering entrance) CF advised committee of access problems for disabled students at rear door entrance which requires investigation. CF to email D Gunn further details.</p>	CF
<p>9.3 BSL Support K Combe noted that some BSL students were not getting consistent support due to limited number of interpreters available. This was due to the market rate escalating and a specific skill set required. G Smith to update committee.</p>	GS
<p>9.4 Thanks to Anne Campbell</p>	

Action**Responsibility**

The committee thanked Anne for her time and contribution to the committee and wished her well on her new adventures.

11. Date and time of next meeting

Thursday 28th February, 10am Clydebank campus, Boardroom