West College Scotland

HR AND CORPORATE DEVELOPMENT COMMITTEE
TUESDAY 17 MARCH 2020 at 4.00 p.m. in
Room 2, Abercorn Centre, Paisley Campus

AGENDA

General Business

1.	Apologies		
2.	Declaration of Interests		
3.	Minutes of the Meeting held on 21 January 2020	Enclosed	MN
4.	Matters Arising from the Minutes (not otherwise on the agenda)		

Main Items for Discussion

5.	Competitor Analysis	Paper 5	DO
6.	Curriculum Planning Reports	Paper 6	DO
7.	Modern Apprenticeships	Paper 7	SR
8.	Alternative Income Report	Paper 8	SR
9.	Review of Modern Slavery Statement	Paper 9	DG
10.	Equality and Diversity Internal Audit Report	Paper 10	DG
11.	Implementation of Workforce Plan (2019-2024) Action Plan 2019	Paper 11	DG
12.	Multi- Generational Workforce Strategy	Paper 12	DG

Items for Information

13.	Reports from Sub Committees	Paper 13	DG
14.	Remit, Membership and Schedule of Business	Paper 14	SG
15.	Any other Business **Date of Next meeting**: Monday 5 May 2020, Paisley Campus		

Shirley Gordon
Secretary to the Committee

CORPORATE DEVELOPMENT COMMITTEE AND ORGANISATIONAL DEVELOPMENT AND HUMAN RESOURCES COMMITTEE – SPECIAL MERGER MEETING

MINUTES: 21 January 2020

Present: Mark Newlands (in the Chair), Linda Johnston, David Mark (co-opted member).

Attending: Liz Connolly (Principal), Stephanie Graham (Vice Principal Educational Leadership), Sara Rae (Assistant Principal, Enterprise and Skills), Diarmid O'Hara (Director, Communications, Policy and Planning), David Gunn (Director of Organisational Development and HR) and Shirley Gordon (Secretary to the Committee).

Apologies: Keith McKellar, Jim Hannigan.

CDM226 DECLARATION OF INTERESTS

No declarations of interest were recorded.

CDM227 COMMITTEE TITLE, REMIT AND MEMBERSHIP

In advance of merging the CD and ODHR Committees, both Committees remits and memberships for session 2019/20 were circulated for consideration and information.

The Chair explained that, at the Board meeting on 7 October 2019, there was a discussion about the possibility of these Committees merging, at least on a temporary basis. This proposal was being considered in light of the nature of the business conducted by both Committees as well as the departure of the Chair of the ODHR Committee which created the opportunity to reflect on the committee structure. Both Committees had considered this proposal and agreed that a merger could be trialled during session 2019/20, with a review at the end of the session.

Members considered each area in turn as follows:

Remit - Members reviewed, in detail, the listed remits of both Committees and went through each one comparing, contrasting and agreeing its relevance to the new Committee and its requirements going forward. It was agreed that the Secretary draft a remit for the new Committee in light of this discussion with input from attending officers. Thereafter, this would be tabled at the Board meeting scheduled for Monday 3 February 2020 for consideration.

Membership - Members reviewed the listed memberships of both Committees and agreed that the membership of the new Committee should be as follows:

- The Principal
- 3 members of the Board of Management
- 1 Co-opted member

Senior Officers in attendance to include the:

- Vice Principal Educational Leadership
- Director of Organisational Development and HR
- Assistant Principal, Enterprise and Skills
- Director, Communications, Policy and Planning (where business items were relevant)
- Board Secretary

With this in mind, membership would be as follows:

The Principal	Liz Connolly
3 members of the Board of Management	Mark Newlands (Chair) Linda Johnston Jim Hannigan
1 Co-opted member	David Mark
Vice Principal Educational Leadership	Stephanie Graham
Director of Organisational Development and HR	David Gunn
Assistant Principal, Enterprise and Skills	Sara Rae
Director, Communications, Policy and Planning (where business items were relevant)	Diarmid O'Hara
Board Secretary	Shirley Gordon

Title – Members considered the likely business of the new Committee and agreed its title to be the Human Resources and Corporate Development Committee.

It was agreed that:

- The remit of the Committee be drafted by the Secretary, reviewed by attending officers and the Committee Chair and then submitted for consideration to the 3 February 2020 Board meeting. **{ACTION – SECRETARY, ATTENDING OFFICERS AND CHAIR}.**

- The membership of the Committee be the Principal, 3 members of the Board of Management, 1 Co-opted member and Senior Officers in attendance to include the Vice Principal Educational Leadership, Director of Organisational Development and HR, Assistant Principal, Enterprise and Skills, Director, Communications, Policy and Planning (where business items were relevant) and Board Secretary. This would be reflected in the Committee's remit. **{ACTION – SECRETARY}.**

- The name of the Committee be the Human Resources and Corporate Development Committee. This would be reflected in the Committee's remit. **{ACTION – SECRETARY}.**

CDM228 SCHEDULE OF BUSINESS

As the Corporate Development Committee and the Organisational Development and HR Committees merged, consideration was given to the new Committee's schedule of business for the remainder of the academic year. Members reviewed items that both

Committees considered in 2018/19 or planned to consider in 2019/20 which may be useful in determining business going forward.

Members discussed priorities for the new Committee and agreed business items for its March 2020 and May 2020 meetings as follows:

March 2020 Meeting – Date TBC	**5 May 2020 Meeting**
Competitor Analysis	Approach to Social Media
Curriculum Planning Reports	Approach to Commercial Activity and FWDF
Modern Apprenticeships	HR Report 2019
Alternative Income Report	People Strategy
Update on actions from Workforce Plan	Various Audit Reports
Update on actions from Employee Health and Wellbeing Strategy	Staff Survey Report

It was agreed that:

- The business items for the Committee's March and May 2020 meetings be as noted above. **{ACTION – SECRETARY}.**
- Business items for the 2020/21 academic year be considered as the Committee evolved. **{ACTION – ALL}.**

CDM229 DATES OF FUTURE MEETINGS

Both Committees dates of meeting for session 2019/20 were considered with a view to agreeing the dates of the new Committee meetings in session 2019/20.

Members discussed their priorities and flow of information (especially to the Board). They agreed it would be useful to meet in early March after the Board had considered the proposed remit of the new Committee at its meeting on Monday 3 February. Thereafter members agreed to retain the already arranged meeting date of the CDC of Tuesday 5 May 2020 (at 4pm).

It was agreed that:

- The first meeting of the new Committee be early March and the Secretary canvas for dates and availability. **{ACTION – SECRETARY}.**
- The new Committee meet on Tuesday 5 May 2020 (at 4pm). **{ACTION – ALL}.**

CDM230 ANY OTHER BUSINESS

No other business items were raised.

TITLE: **COMPETITOR ANALYSIS** **PAPER 5**

Background: [redacted]

[redacted] [redacted]

[redacted] [redacted]

Status: **Restricted. This item is commercially sensitive.**

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

TITLE: **CURRICULUM PLANNING REPORTS** **PAPER 6**

Background: The WCS Sector Digests aim to provide staff from six curriculum areas with a bespoke resource to inform them of developments in public policy, industry and the labour market. Along with existing materials from Skills Development Scotland, this could be used as an evidence-base for colleagues to use in their future curriculum planning and teaching practice. The WCS Sector Digests were published in September 2019 alongside a short evaluation to gauge demand for this type of resource. The evaluation yielded a low return rate and the Directorate is currently considering whether this work is continued. The 2016 Competitor Analysis is also enclosed.

Action: The Committee is invited to discuss the contents of the paper.

Lead: Sara Rae, Assistant Principal: Enterprise and Skills

Status: Open.

WEST COLLEGE SCOTLAND

CARE SECTOR DIGEST

AY 2019/20

Introduction

Welcome to the inaugural edition of the WCS Care Sector Digest.

Clydebank Campus

Greenock Finnart Campus

Paisley Renfrew Campus

Colleges, like ours, are vital to economic growth and productivity. We prepare thousands of students each year with the skills they need to succeed in the world of work and we help build the highly trained, modern workforce that employers need.

The world in which we all live and work is forever changing.

The Fourth Industrial Revolution, globalisation and advancements in technology are altering what we do and how we do it. The UK's departure from the EU and our demographic pressures also pose significant challenges to the College and the region we serve.

Government policies, priorities and finances affect the work of the College and the way in which we do it. As a leader in the West region, we are called upon to be part of the solution to widening access to higher education, tackling the skills gap and youth unemployment, delivering inclusive economic growth and boosting productivity.

These technological advancements, societal changes and economic developments are occurring at a rapid pace. Whilst we cannot predict the future, we can prepare for a future that is increasingly unpredictable by being more informed and responsive to change.

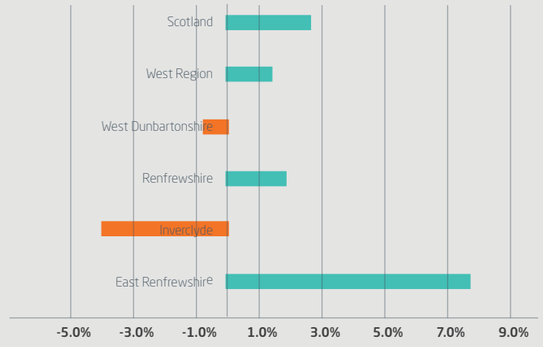
This is the backdrop, and rationale, for this report. The WCS Sector Digest collates a range of information, from a multitude of sources, which is of interest to the work of the College, your curriculum area or our region. It is broken into four sections, covering:

- The Scottish Government's policies and priorities for the college sector
- Public policies and priorities of concern to the Care sector
- Industry news and developments
- Workforce and labour market information

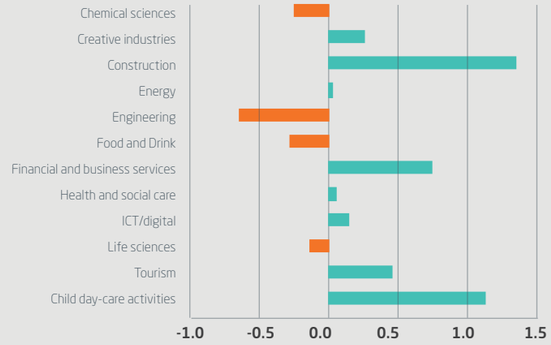
The aim of the WCS Sector Digest is provide you with a bespoke resource to keep you abreast of developments and equip you with an evidence-base to use in your future curriculum planning and teaching practice.

Just as we could not claim this is a definitive source of information, we do not claim that it is perfect. After reading the WCS Sector Digest, we would encourage you to participate in the short evaluation. Your feedback will help us gauge the impact of this type of resource and the demand within the College for its future production.

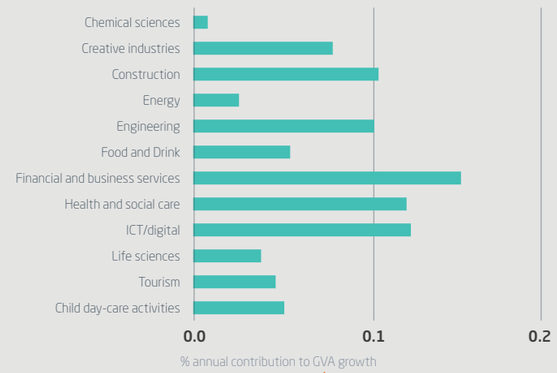
Population change: 2018-2028



Change in employment by key sector in the West Region 2018-2028



GVA by Key Sector in the West Region:, 2018 - 2028



What is GVA?

GVA stands for Gross Value Added. This is a measure of the value of goods and services produced in a particular area, industry or sector of an economy. In this case, the West region.

At A Glance

Our College

1,196 staff

23,273 students

32% full-time students
68% part-time students

83% studying at FE
17% studying at HE

96% of our students go on to positive destinations

37% of our students come from communities within the **20%** most deprived areas of Scotland

Teaching **4,000** pupils from **32** schools across the West region

Delivering more than **1,000** places within the Apprenticeship Family by **2020**

Total income of **£66** million

Our Region

4 local authority areas

Population of **388,900**

182,700 employed in the West region

Productivity per head third highest of all Scottish regions

Policies and Priorities for the College Sector

In a Nutshell

The Scottish Government provides the overall strategic direction to Scotland's colleges – which, since 2013, have been classed as public sector bodies and are grouped into 13 regions.

Ministerial priorities are largely set out in an annual letter of guidance for colleges to the Scottish Funding Council. The most recent ministerial letter of guidance was issued in July 2019.

Funding is distributed by the SFC and each of the 13 college regions are obligated to produce an outcome agreement setting out what they plan to deliver in return for this public investment.

Did You Know?

Colleges are no longer required to prioritise full-time provision for 16-24 year olds. Instead, the Scottish Government says, colleges:

> "should be responsive to the current needs of learners and the economy. This must include access to opportunities for part-time learners, learners over the age of 24 and those returning to learning for up-skilling and re-skilling.training, from staff induction, to wellbeing initiatives."

Sector-Wide Priorities

College Places

The Scottish Government continues to set the sector a target of providing at least 116,000 full-time equivalent college places – which the sector continues to exceed.

Attainment and Retention

Phase 1 of the National College Improvement Project, of which WCS was one of five participating colleges, has now complete. Work will be undertaken to build on the learning of the project, sharing findings with the wider sector.

Impact Of Brexit

Work will continue to monitor and mitigate, as far as possible, the likely impact of Brexit on the sector and to ensure colleges are equipped to meet the skills needs of a changing labour market.

Engagement With Industry

Colleges should be supported to create and strengthen effective partnerships with employers and industry groups.

Widening Access

Continued progress on implementation of the recommendations and interim targets made by the Commission on Widening Access to higher education remains a priority for the Scottish Government.

Mental Health

Colleges and universities should work with their student associations to develop and implement a Student Mental Health Agreement – WCS published our SMHA in February 2019. The Student Mental Health and Wellbeing Working Group will also support the implementation of 80 additional counsellors and the development of an integrated approach to student wellbeing.

Equally Safe

The Equally Safe in Higher Education Toolkit should be used by colleges and universities to tackle gender-based violence on campus and provide a safe environment for students and staff.

Care Experienced Students

People with care experience studying at college or university will continue to receive the £8,100 student income in 2019/20.

Adult Learning

Adult learners, particularly those with few or no formal qualifications or those furthest from the labour market, should be able to access high quality, flexible and accredited learning in Scotland's colleges.

Support For 15-24 Year Olds

The college sector should increase the provision of vocational pathways to school pupils in their senior phase in support of the Developing the Young Workforce programme.

The Apprenticeship Family

Colleges and universities should continue to play a key role in developing Foundation, Modern and Graduate Apprenticeships and other work-based learning pathways in support of inclusive economic growth, ensuring they meet the needs of employers in rural as well as urban areas.

Skills Alignment

Skills alignment, a recommendation of the Review of Enterprise and Skills and overseen by the new Strategic Board, is a priority for the Scottish Government. This involves planning alignment between the SFC and SDS so that investment in skills reflects that needs of employers, learners and the economy.

Flexible Workforce Development Fund

Colleges will continue to exclusively administer and deliver the £10 million Flexible Workforce Development Fund in its third year. Eligible employers can use the FWDF to address priority skills gaps in their organisation by accessing up to £15,000 in funding to create tailored training programmes with their local college.

College Innovation Fund

The Scottish Government has made a further £500,000 available to support colleges to work with business on innovation activities through the College Innovation Fund.

Gender Balance On Public Boards

Scotland is the only country in the UK with a statutory gender representation law for public boards. The Scottish Government has reiterated that it expects colleges, and all public bodies, to address imbalances at board and senior management levels.

Carbon Management

The First Minister has declared a climate change emergency. The Scottish Government expects the SFC to work with colleges to develop a more ambitious agenda on climate change with increased sector commitments on greenhouse gas and plastic pollution reduction.

In Brief

The College has produced a suite of briefing papers covering a range of public policy developments that are of interest to our work.

Don't forget to look out for the policy digest each month.

- Impact of Brexit on WCS
- Review of Enterprise and Skills Agencies
- Review of Student Financial Support
- Programme for Government
- Scottish Budget 2019/20
- Enterprise and Skills Strategic Board

Ministers That Matter To The College Sector

John Swinney MSP

Cabinet Secretary for Education and Skills

Responsibilities include educational attainment, qualifications, the attainment gap, Skills Development Scotland and non-advanced qualifications.

Richard Lochhead MSP

Minister for Further Education, Higher Education and Science

Responsibilities include colleges, universities, science and STEM, student funding, widening access.qualifications.

Jamie Hepburn MSP

Minister for Business, Fair Work and Skills

Responsibilities include labour market strategy, employability programmes, youth employment, non-advanced vocational skills and

In Case You Missed It

The Scottish Government has published the Future Skills Action Plan for Scotland.

The new strategy, announced in the latest Programme for Government, places a greater emphasis on upskilling and reskilling of the existing workforce and, according to Ministers includes a "more responsive and resilient funding model to support work-based learning and the upskilling/reskilling agenda.

The Scottish Government also intends on working with colleges, universities and local authorities to encourage people to stay in Scotland, and to move within the country, to address regional skills gaps.

Widening Access to Higher Education

The Scottish Government's Programme for Government 2014-15 set out the ambition that a child born at that time in one of Scotland's most deprived communities should, by the time she or he left school, have the same chance of going to university as a child born in one of the country's least deprived areas.

> "Scotland's colleges are in the vanguard in delivering fair access to higher education. Unlike many universities where students from the 20-percent most deprived areas are still underrepresented, in most colleges they are already over represented."
>
> ***Sir Peter Scott***
> *Commissioner for Fair Access*

The Commission on Widening Access was then established to advise Ministers on how this ambition could be met. Its final report, A Blueprint for Fairness, sets out a range of measures to ensure that students from the 20% most deprived areas represent 20% of entrants to higher education by 2030.

Ministers have accepted the Commission's recommendations in their entirety and say that equality of access should be seen in both colleges and universities. Progress, however, is mixed. The latest statistics show that half of Scottish colleges have already achieved equality of access, with WCS having the second greatest representation in the college sector. Only 2 of Scotland's 18 universities currently meet the target.

Where We Stand: AY 2017-1818

College	HE Entrants	SIMD 20%
Glasgow Kelvin College	1,380	39.1%
West College Scotland	2,515	37.3%
Ayrshire College	2,620	36.8%
New College Lanarkshire	2.635	31.9%
Glasgow Clyde College	3,100	31.6%
City of Glasgow College	6,220	28.5%
College Sector	18,470	24.3%
South Lanarkshire College	955	24.1%
Fife College	2,870	22.7%
Dundee and Angus college	2,155	21.9%
West Lothian College	2,130	16.0%
Forth Valley College	2,300	14.4%
Edinburgh College	4,195	14.1%
Dumfries and Galloway College	555	10.6%
Borders College	430	7.9%
North East Scotland College	2,580	6.9%
Newbattle Abbey College	20	4.5%
Lews Castle College	10	0.0%
Orkney College	0	n/a
Perth College	0	n/a

University	HE Entrants	SIMD 20%
UWS	5,430	27.3%
Glasgow Caledonian University	4,710	21.6%
University of Abertay	1,180	19.3%
University of Strathclyde	3,490	16.8%
The Open University	7,025	15.6%
University of Dundee	2,815	15.1%
University of Stirling	2,160	15.1%
University Sector	26,810	14.9%
University of Glasgow	5,155	13.9%
Royal Conservatoire of Scotland	135	13.2%
Glasgow School of Art	230	12.6%
Scotland's Rural College	920	12.6%
Heriot-Watt University	1,425	11.1%
Edinburgh Napier University	2,690	10.6%
Queen Margaret University	895	9.1%
UHI	3,880	7.8%
University of Edinburgh	2,300	7.6%
Robert Gordon University	2,615	6.6%
University of St Andrews	820	6.1%
University of Aberdeen	1,435	5.9%

Enterprise and Skills Strategic Board

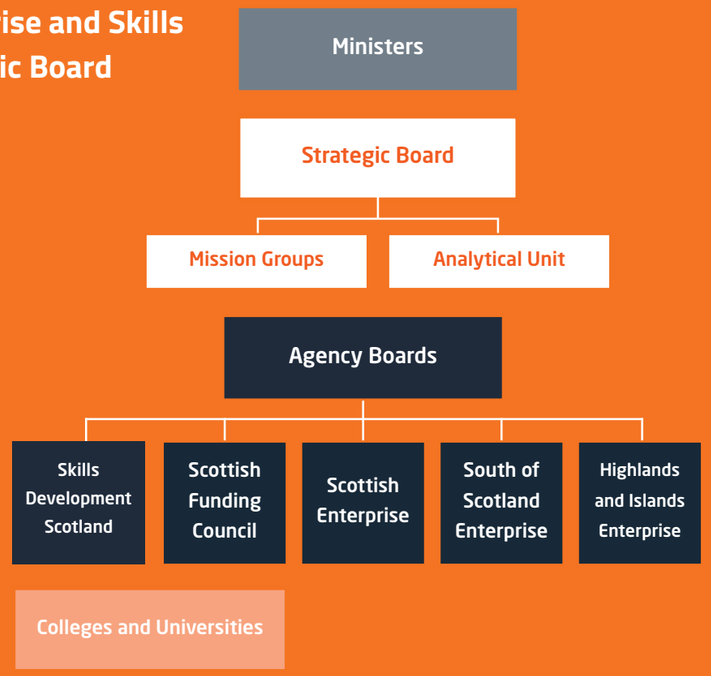
The new Strategic Board was born out of the Review of Enterprise and Skills Agencies and has been tasked with maximising the impact of the £2.6 billion investment that Scotland makes in enterprise and skills development each year.

Chaired by Nora Senior, the Strategic Board's core objective is to align and co-ordinate the activities of Scotland's enterprise and skills agencies behind the common purpose of driving inclusive and sustainable economic growth.

The Board published its Strategic Plan in October 2018. Outlining a series of actions for Scotland's enterprise and skills agencies and a blueprint to the government, aimed at driving productivity and inclusive growth, it is broken into four interconnected missions:

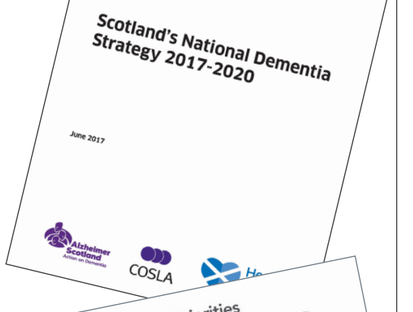
- Skills for the Future
- Business Models and Workplace Innovation
- Business Creation and Growth
- Exports

Enterprise and Skills Strategic Board



Public Policy and Priorities for the Care Sector

Read All About It Digest



Expansion of Free Personal Care

Free personal care has been available in Scotland for adults aged 65 or over since 2002. The Scottish Government has now legislated to ensure that adults of any age, no matter their condition, capital or income, who are assessed by their local authority as needing this service, are entitled to receive it without charge. £30 million of new funding has been given to councils to help deliver this expansion.

Impact Of Brexit on Social Care

The Scottish Parliament's Health and Sport Committee held an inquiry into the impact of leaving the EU on health and social care and published a report of their findings. The Committee compiled evidence on the impact that Brexit posed to financing, public health policy, recruitment and retention, and research collaboration and funding.

Social Care in Prisons

The Scottish Government has set out a new vision for improving health and social care in Scottish prisons. The range of measures announced by the government aim to raise awareness of the impact of disability and explore innovative ways to provide holistic, person-centered health and social care in all Scottish prisons.

Self-Directed Support

The Cabinet Secretary for Health has published a range of actions that she believes are required to drive forward the changes necessary to fully implement self-directed support. Enacted by legislation in 2013, self-directed support aims to ensure that social care is controlled by the person to the extent they wish and is personalised to their own outcomes.

Safe Staffing Law

A landmark bill to ensure Scotland's health and social care services are safely staffed has been unanimously passed by the Scottish Parliament. The Safe Staffing Act obligates employers to make decisions on staffing on the grounds of safety and the use of live data. The legislation also caps the amount able to be spent on agency staff.

Expansion of Childcare

The Scottish Government is committed to the near doubling of the free entitlement to early learning and childcare for all three and four year olds, and eligible two year olds, by 2020. The entitlement is to increase from 600 to 1,140 hours per year. To support this expansion, the Scottish Government are seeking 1,500 additional new starts to be allocated to HNCs or to SVQs (SCQF L7) and 178 PDA places in Scotland's colleges in AY 2019-20.

- Scotland's Digital Health and Care Strategy
- Dementia Strategy
- Scotland's Public Health Priorities
- Scottish Health Survey

Oral Health Inequalities

A new Oral health Improvement Plan, published by the Scottish Government, sets out a new preventive system of care to assess patients based on risk, and address the link between deprivation and ill-health. It will see the introduction of personalised care plans that focus on lifestyle choices – for example diet, alcohol and smoking – and how these impact on health.

Review of Mental Health Act

Support for people with mental health conditions is to be strengthened through an independent review of the Mental Health Act, the Scottish Government has announced. Ministers want to ensure mental health is given parity with physical health.

Children and Young People's Mental Health

The Children and Young People's Mental Health Taskforce has reported back to the Scottish Government and COSLA, providing a blueprint for how children and young people's services should support mental health locally and nationally.

Disclosure Bill

Reforms to strengthen the protection of children and vulnerable people have been introduced to the Scottish Parliament. New legislation will make the Protecting Vulnerable Groups (PVG) scheme mandatory for anyone working with children and vulnerable people, such as sports coaches. It will also end lifetime membership, replacing it with a renewable five-year membership.

Ministers That Matter To Your Sector

Jeane Freeman MSP

Cabinet Secretary for Health and Sport

Responsibilities include health and social care, allied healthcare services, carers, adult care and support, child and maternal health and dentistry.

Clare Haughey MSP

Minister for Mental Health

Responsibilities include mental health, child and adolescent mental health, adult support and protection, learning difficulties and dementia.

Joe Fitzpatrick MSP

Minister for Public Health, Sport and Wellbeing

Responsibilities include public health, sports, physical activity, carers, person-centered care, self-directed support and addictions.

Maree Todd MSP

Minister for Children and Young People

Responsibilities include early years, childcare, children's services, looked after children, protection of vulnerable groups and the social services workforce.

Sector and Industry Developments

Digest

Social Care Waiting Times

New research from the national charity for older people, Age Scotland, has revealed that 43% of older people assessed as needing substantial or critical care in 2018 waited more than the 6 weeks outlined in national guidelines to get the care they need.

Risks to Childcare Expansion

There are significant risks surrounding the Scottish Government's ambition to double early learning and childcare hours by August 2020, Audit Scotland has warned. It is believed that local authorities may not be able to expand funded childcare to 1,1,40 by 2020 as there may not be enough time to increase the infrastructure and workforce to the levels required.

Impact of Brexit on Social Care

Scottish Care, the largest representative association of independent care providers, has published a briefing paper on Brexit. Developed to support care providers, it identifies areas of concern and provides a checklist to help providers mitigate against any adverse impact resulting from Brexit.

Retired Nurse Mentors

Newly qualified nurses and midwives in Scotland will be mentored by recently retired NHS staff under a pilot scheme due to launch this year. The initiative aims to ensure that valuable experience is passed on to the generation of nurses and midwives.

Social Care Regulation

Thousands of care workers who look after elderly people in their own homes are not registered with the social care watchdog, an investigation has found. Those working in residential care homes have been regulated by the Scottish Social Services Council since 2015, but it won't be until September 2020 that all 29,000 care-at-home workers will also be registered.

Cost of Summer Childcare

Working families in Scotland face an average bill of nearly £800 per child to cover the costs of childcare during the six-week summer holidays, new research has found. The average weekly cost per child was £123 in Scotland, lower than England (£140) and Wales (£130).

Fair Dementia Care

The Fair Dementia Care Commission, established by Alzheimer Scotland, published a new report that sets out a firm definition for advanced dementia for the first time. The Commission has found over one-third of people living with dementia in residential care in Scotland have advanced dementia and face £50.9 million in care costs every year. The charity is now campaigning to change this.

Additional Support Needs

The number of Scottish children with additional support needs has soared in the last 6 years, according to new analysis by the Scottish Children's Services Coalition. The greatest increases were for young people with caring responsibilities (+636%), family issues (+353%), mental health problems (+252%) and autism (+101%).

Health and Social Care Concerns

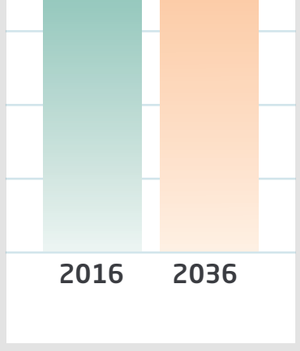
The Scottish Government's flagship policy of health and social care integration has not led to joined up financial planning and vital services could become unsustainable, Audit Scotland has warned. Jeane Freeman, the Health Secretary, has said she wants "to step up the pace".

Costs of the School Day

The Scottish Parliament's Education and Skills Committee has published a new report from their inquiry into the cost of the school day. The report detail the financial burden of the school day on parents and explores how education can be "poverty proofed".

In Perspective

People In Scotland Living With Dementia 2016 V 2036



Read All About It

- Health and Social Care Integration Audit
- What is Integration?
- Early Learning and Childcare Audit
- NHS in Scotland 2018

Workforce and Labour Market Information

Read All About It

Health and Social Care Workforce Plan

Part 1, Part 2 and Part 3 of the National Health and Social Care Workforce Plan are part of the Scottish Government's work to support health and social care organisations identify, develop and put in place the workforce they need to deliver safe and sustainable services. They provide detail on a framework for improving workforce planning, different workforce planning systems and the changing needs of the population.

Nursing 2030 Vision

The Chief Nursing Officer has published her Nursing 2030 Vision – a strategy to shape the nursing and midwifery workforce, ensuring it is sustainable for future demand. It focuses on three areas of development: personalising care, preparing nurses for future needs and roles and supporting nurses.

Early Learning and Childcare SIP

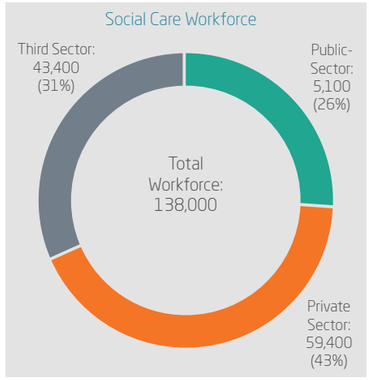
Skills Development Scotland has worked with partners to produce a new national Early Learning and Childcare Skills Investment Plan for the sector. The SIP provides a robust evidence base for the sector, setting out a profile of the workforce, the skills challenges the sector faces and a framework for investment and skills development to meet the 2020 ambition.

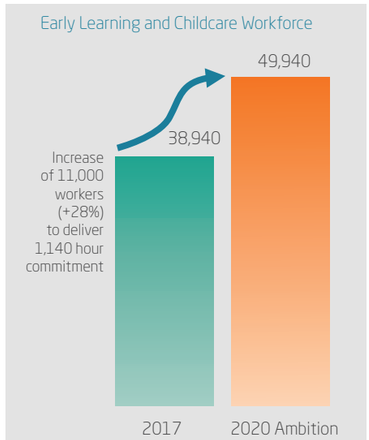
Mental Health Strategy

The Mental Health Strategy outlines the Scottish Government's approach to mental health from 2017 to 2027. The 10-year strategy aims to improve access to mental health services through a range of measures, such as increasing the mental health workforce by 800 extra workers by 2022 and improving preventative services.

Skilled Worker Shortages

Shortages of skilled workers in Scotland across key sectors – particularly health and social care – will be made worse after Brexit, Scottish Ministers have warned. The warning forms part of the Scottish Government's submission to the UK Government's Migration Advisory Committee about the range of health and social care occupations which are officially classed as suffering from a shortage of staff. The Scottish Government has no formal role in reviews of skills shortages in Scotland, but has published extensive evidence on issues facing a key sectors.





Scottish Care, the largest representative association for independent health and social care providers, recently published research which found that:

1 in 4
care home staff leave an employer each year.

44%
of carers who left did so within the first year of their employment.

1 in 3
carers who left moved to the NHS, where there is better pay, terms and conditions.

In Case You Missed It

Our Workforce, Our Future

The College launched the Our Workforce, Our Future report in autumn 2018, the culmination of our earlier work on the West of Scotland Skills Survey.

The first research of its kind to be conducted by a college or university in Scotland, it sought to gather employers' perspectives on their workforce planning and business needs.

231 organisations, employing a workforce of more than 65,000 people, in and around the region responded to the sector-leading initiative. We have successfully engaged with a wide-range of employers: from new start-ups to well-established businesses, from SMEs to FTSE-100 listed companies.

By participating in our West of Scotland Skills Survey, employers have identified the challenges they face, their priorities for the future and the type of relationship they want from the College. They themselves have identified workforce planning as the biggest challenge they face and the skills gap heads the list of barriers to growth.

This unique insight will inform the College's work in futureproofing our curriculum - helping to build a modern workforce for our region.

What employers are reporting

1in3 employers report that they have difficulty retaining staff citing the skills gap as the main reason for this

86% of employers reported skills gaps in their current workforce

61% listed digital skills as a priority for improvement and **47%** indicated that their employees required job-specific up-skilling

86% of employers provided staff training in the last year and **91%** would have provided more if they could have

92% of employers who had not previously worked with the College indicated that they would like to work together in the future

9 in 10 employers stated that they have a positive relationship with the College

88% of employers are satisfied with the work readiness of college leavers

What employers want from a modern college

01
The College's offer to continue to be flexible to employer's needs

02
Employer involvement in course design and delivery

03
Immerse students in world of work through work experience and live client projects

- **Annual review of employer training needs**
- **Regular contact via an employer newsletter**
- **Business networking events**
- **Work with more areas of the college**
- **College to employer visits: Employer to college visits**
- **Named contacts for employers**
- **Advertise job opportunities to students**
- **Careers days**

> "Employers have told us that workforce planning is the biggest challenge facing them today and the skills gap heads the list of identified barriers to growth. The College can undoubtedly support employers to overcome these formidable challenges."
>
> ***Liz Connolly***
> *Principal*

Drew McGowan
Policy Officer

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WEST COLLEGE SCOTLAND

Introduction

Welcome to the inaugural edition of the WCS Construction & Building Services Sector Digest.

Clydebank Campus

Greenock Finnart Campus

Paisley Renfrew Campus

Colleges, like ours, are vital to economic growth and productivity. We prepare thousands of students each year with the skills they need to succeed in the world of work and we help build the highly trained, modern workforce that employers need.

The world in which we all live and work is forever changing.

The Fourth Industrial Revolution, globalisation and advancements in technology are altering what we do and how we do it. The UK's departure from the EU and our demographic pressures also pose significant challenges to the College and the region we serve.

Government policies, priorities and finances affect the work of the College and the way in which we do it. As a leader in the West region, we are called upon to be part of the solution to widening access to higher education, tackling the skills gap and youth unemployment, delivering inclusive economic growth and boosting productivity.

These technological advancements, societal changes and economic developments are occurring at a rapid pace. Whilst we cannot predict the future, we can prepare for a future that is increasingly unpredictable by being more informed and responsive to change.

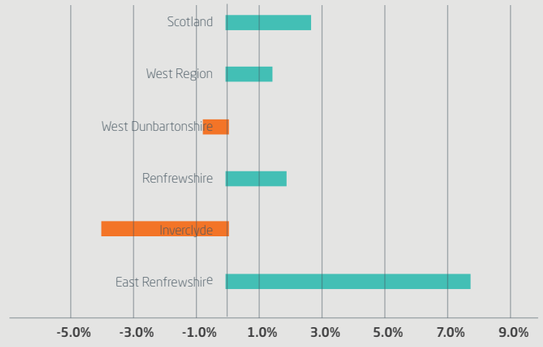
This is the backdrop, and rationale, for this report. The WCS Sector Digest collates a range of information, from a multitude of sources, which is of interest to the work of the College, your curriculum area or our region. It is broken into four sections, covering:

- The Scottish Government's policies and priorities for the college sector
- Public policies and priorities of concern to the Construction & Building Services sector
- Industry news and developments
- Workforce and labour market information

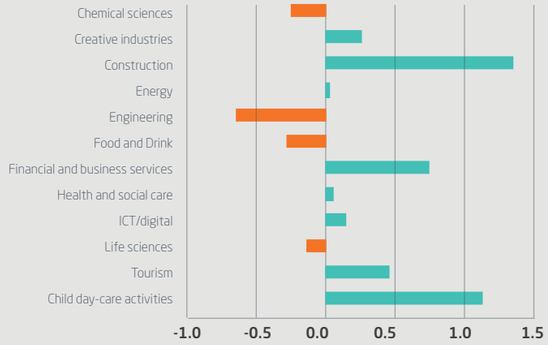
The aim of the WCS Sector Digest is provide you with a bespoke resource to keep you abreast of developments and equip you with an evidence-base to use in your future curriculum planning and teaching practice.

Just as we could not claim this is a definitive source of information, we do not claim that it is perfect. After reading the WCS Sector Digest, we would encourage you to participate in the short evaluation. Your feedback will help us gauge the impact of this type of resource and the demand within the College for its future production.

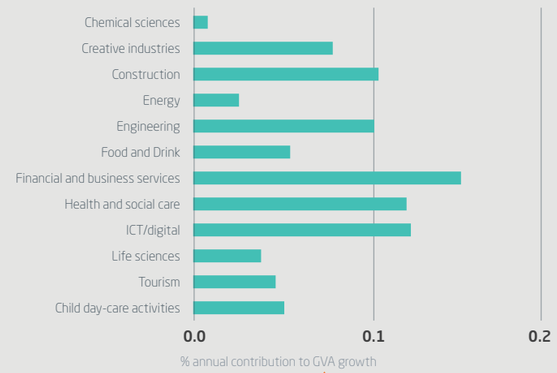
Population change: 2018-2028



Change in employment by key sector in the West Region 2018-2028



GVA by Key Sector in the West Region:, 2018 - 2028



What is GVA?

GVA stands for Gross Value Added. This is a measure of the value of goods and services produced in a particular area, industry or sector of an economy. In this case, the West region.

At A Glance

Our College

1,196 staff

23,273 students

32% full-time students
68% part-time students

83% studying at FE
17% studying at HE

96% of our students go on to positive destinations

37% of our students come from communities within the **20%** most deprived areas of Scotland

Teaching **4,000** pupils from **32** schools across the West region

Delivering more than **1,000** places within the Apprenticeship Family by **2020**

Total income of **£66** million

Our Region

4 local authority areas

Population of **388,900**

182,700 employed in the West region

Productivity per head third highest of all Scottish regions

Policies and Priorities for the College Sector

In a Nutshell

The Scottish Government provides the overall strategic direction to Scotland's colleges – which, since 2013, have been classed as public sector bodies and are grouped into 13 regions.

Ministerial priorities are largely set out in an annual letter of guidance for colleges to the Scottish Funding Council. The most recent ministerial letter of guidance was issued in July 2019.

Funding is distributed by the SFC and each of the 13 college regions are obligated to produce an outcome agreement setting out what they plan to deliver in return for this public investment.

Did You Know?

Colleges are no longer required to prioritise full-time provision for 16-24 year olds. Instead, the Scottish Government says, colleges:

> "should be responsive to the current needs of learners and the economy. This must include access to opportunities for part-time learners, learners over the age of 24 and those returning to learning for up-skilling and re-skilling.training, from staff induction, to wellbeing initiatives."

Sector-Wide Priorities

College Places

The Scottish Government continues to set the sector a target of providing at least 116,000 full-time equivalent college places – which the sector continues to exceed.

Attainment and Retention

Phase 1 of the National College Improvement Project, of which WCS was one of five participating colleges, has now complete. Work will be undertaken to build on the learning of the project, sharing findings with the wider sector.

Impact Of Brexit

Work will continue to monitor and mitigate, as far as possible, the likely impact of Brexit on the sector and to ensure colleges are equipped to meet the skills needs of a changing labour market.

Engagement With Industry

Colleges should be supported to create and strengthen effective partnerships with employers and industry groups.

Widening Access

Continued progress on implementation of the recommendations and interim targets made by the Commission on Widening Access to higher education remains a priority for the Scottish Government.

Mental Health

Colleges and universities should work with their student associations to develop and implement a Student Mental Health Agreement – WCS published our SMHA in February 2019. The Student Mental Health and Wellbeing Working Group will also support the implementation of 80 additional counsellors and the development of an integrated approach to student wellbeing.

Equally Safe

The Equally Safe in Higher Education Toolkit should be used by colleges and universities to tackle gender-based violence on campus and provide a safe environment for students and staff.

Care Experienced Students

People with care experience studying at college or university will continue to receive the £8,100 student income in 2019/20.

Adult Learning

Adult learners, particularly those with few or no formal qualifications or those furthest from the labour market, should be able to access high quality, flexible and accredited learning in Scotland's colleges.

Support For 15-24 Year Olds

The college sector should increase the provision of vocational pathways to school pupils in their senior phase in support of the Developing the Young Workforce programme.

The Apprenticeship Family

Colleges and universities should continue to play a key role in developing Foundation, Modern and Graduate Apprenticeships and other work-based learning pathways in support of inclusive economic growth, ensuring they meet the needs of employers in rural as well as urban areas.

Skills Alignment

Skills alignment, a recommendation of the Review of Enterprise and Skills and overseen by the new Strategic Board, is a priority for the Scottish Government. This involves planning alignment between the SFC and SDS so that investment in skills reflects that needs of employers, learners and the economy.

Flexible Workforce Development Fund

Colleges will continue to exclusively administer and deliver the £10 million Flexible Workforce Development Fund in its third year. Eligible employers can use the FWDF to address priority skills gaps in their organisation by accessing up to £15,000 in funding to create tailored training programmes with their local college.

College Innovation Fund

The Scottish Government has made a further £500,000 available to support colleges to work with business on innovation activities through the College Innovation Fund.

Gender Balance On Public Boards

Scotland is the only country in the UK with a statutory gender representation law for public boards. The Scottish Government has reiterated that it expects colleges, and all public bodies, to address imbalances at board and senior management levels.

Carbon Management

The First Minister has declared a climate change emergency. The Scottish Government expects the SFC to work with colleges to develop a more ambitious agenda on climate change with increased sector commitments on greenhouse gas and plastic pollution reduction.

In Brief

The College has produced a suite of briefing papers covering a range of public policy developments that are of interest to our work.

Don't forget to look out for the policy digest each month.

- Impact of Brexit on WCS
- Review of Enterprise and Skills Agencies
- Review of Student Financial Support
- Programme for Government
- Scottish Budget 2019/20
- Enterprise and Skills Strategic Board

Ministers That Matter To The College Sector

John Swinney MSP

Cabinet Secretary for Education and Skills

Responsibilities include educational attainment, qualifications, the attainment gap, Skills Development Scotland and non-advanced qualifications.

Richard Lochhead MSP

Minister for Further Education, Higher Education and Science

Responsibilities include colleges, universities, science and STEM, student funding, widening access.qualifications.

Jamie Hepburn MSP

Minister for Business, Fair Work and Skills

Responsibilities include labour market strategy, employability programmes, youth employment, non-advanced vocational skills and work-based learning and the upskilling/reskilling agenda.

The Scottish Government also intends on working with colleges, universities and local authorities to encourage people to stay in Scotland, and to move within the country, to address regional skills gaps.

In Case You Missed It

The Scottish Government has published the Future Skills Action Plan for Scotland.

The new strategy, announced in the latest Programme for Government, places a greater emphasis on upskilling and reskilling of the existing workforce and, according to Ministers includes a "more responsive and resilient funding model to support

Widening Access to Higher Education

The Scottish Government's Programme for Government 2014-15 set out the ambition that a child born at that time in one of Scotland's most deprived communities should, by the time she or he left school, have the same chance of going to university as a child born in one of the country's least deprived areas.

> "Scotland's colleges are in the vanguard in delivering fair access to higher education. Unlike many universities where students from the 20-percent most deprived areas are still underrepresented, in most colleges they are already over represented."
>
> ***Sir Peter Scott***
> *Commissioner for Fair Access*

The Commission on Widening Access was then established to advise Ministers on how this ambition could be met. Its final report, A Blueprint for Fairness, sets out a range of measures to ensure that students from the 20% most deprived areas represent 20% of entrants to higher education by 2030.

Ministers have accepted the Commission's recommendations in their entirety and say that equality of access should be seen in both colleges and universities. Progress, however, is mixed. The latest statistics show that half of Scottish colleges have already achieved equality of access, with WCS having the second greatest representation in the college sector. Only 2 of Scotland's 18 universities currently meet the target.

Where We Stand: AY 2017-1818

College	HE Entrants	SIMD 20%
Glasgow Kelvin College	1,380	39.1%
West College Scotland	2,515	37.3%
Ayrshire College	2,620	36.8%
New College Lanarkshire	2.635	31.9%
Glasgow Clyde College	3,100	31.6%
City of Glasgow College	6,220	28.5%
College Sector	18,470	24.3%
South Lanarkshire College	955	24.1%
Fife College	2,870	22.7%
Dundee and Angus college	2,155	21.9%
West Lothian College	2,130	16.0%
Forth Valley College	2,300	14.4%
Edinburgh College	4,195	14.1%
Dumfries and Galloway College	555	10.6%
Borders College	430	7.9%
North East Scotland College	2,580	6.9%
Newbattle Abbey College	20	4.5%
Lews Castle College	10	0.0%
Orkney College	0	n/a
Perth College	0	n/a

University	HE Entrants	SIMD 20%
UWS	5,430	27.3%
Glasgow Caledonian University	4,710	21.6%
University of Abertay	1,180	19.3%
University of Strathclyde	3,490	16.8%
The Open University	7,025	15.6%
University of Dundee	2,815	15.1%
University of Stirling	2,160	15.1%
University Sector	26,810	14.9%
University of Glasgow	5,155	13.9%
Royal Conservatoire of Scotland	135	13.2%
Glasgow School of Art	230	12.6%
Scotland's Rural College	920	12.6%
Heriot-Watt University	1,425	11.1%
Edinburgh Napier University	2,690	10.6%
Queen Margaret University	895	9.1%
UHI	3,880	7.8%
University of Edinburgh	2,300	7.6%
Robert Gordon University	2,615	6.6%
University of St Andrews	820	6.1%
University of Aberdeen	1,435	5.9%

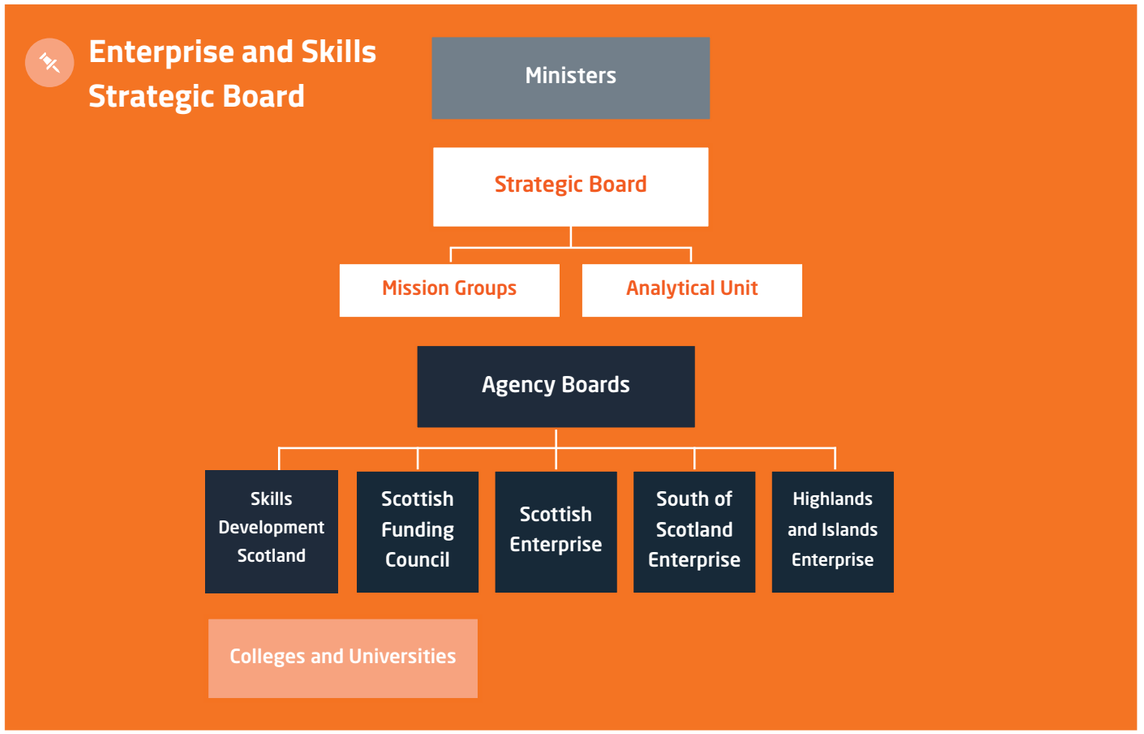
Enterprise and Skills Strategic Board

The new Strategic Board was born out of the Review of Enterprise and Skills Agencies and has been tasked with maximising the impact of the £2.6 billion investment that Scotland makes in enterprise and skills development each year.

Chaired by Nora Senior, the Strategic Board's core objective is to align and co-ordinate the activities of Scotland's enterprise and skills agencies behind the common purpose of driving inclusive and sustainable economic growth.

The Board published its Strategic Plan in October 2018. Outlining a series of actions for Scotland's enterprise and skills agencies and a blueprint to the government, aimed at driving productivity and inclusive growth, it is broken into four interconnected missions:

- Skills for the Future
- Business Models and Workplace Innovation
- Business Creation and Growth
- Exports



Public Policy and Priorities for the Construction & Building Services Sector

> "To meet our ambitious infrastructure plans we will rely on a successful construction industry. We look forward to working collectively to form a refreshed and stronger relationship between the industry and government."

Derek Mackay MSP
Cabinet Secretary for Finance, Economy and Fair Work

Digest

Affordable Housing Supply Programme

The Scottish Government is committed to delivering at least 50,000 affordable homes by 2021, backed by £3.3 billion of public investment. This target represents a 67% increase in the affordable housing supply and 35,000 of the 50,000 newly built homes will be for social rent.

Impact of Brexit on Construction

In 2018, the Scottish Government published an analysis of the impact of Brexit on the construction and housebuilding industry in Scotland. This paper identifies specific Scottish risks on housing demand, imported materials and the workforce.

Review of Building Standards

The Review of Building Standards Compliance and Enforcement in Scotland, commissioned by the Scottish Government in light of the Grenfell Tower Fire in 2017, has published their final report. The expert recommendations include establishment central oversight of design and construction plans for high rise and complex buildings, expansion of completion certificates to include safety critical features of the building and the introduction of a new documented compliance plan from pre-application to completion stage.

Scottish National Investment Bank

The new Scottish National Investment Bank is being set up by the Scottish Government to support ambitious firms and important infrastructure projects across the country. The bank, which will be operational by 2020, will invest £2 billion over the next decade. The Building Scotland Fund, the precursor to the SNIB, has invested £70 million within the last year – supporting the development of 5,500 new homes and around 600 full time jobs.

Parliamentary Inquiry into Construction Sector

The Scottish Parliament's Economy, Energy and Fair Work Committee has held an inquiry, and published its report, into Scotland's construction sector. The Committee looked into the sector's economic impact, access to finance, workforce skills, procurement, infrastructure investment and innovation.

Offsite Construction

The offsite construction industry, which manufactures and pre-assembles large sections of building offsite in a factory, enjoys the support of the Scottish Government. Ministers believe that this approach achieves high standards with less costs, has the potential to support multi-skilled trades and reduces the impact of variable weather.

Regeneration Capital Grant Fund

The Scottish Government's Regeneration Capital Grant Fund, delivered in partnership with COSLA and local government, supports locally developed regeneration projects that involve local communities – helping to create jobs and build sustainable communities. Since its introduction in 2014, the RCGF has distributed £139 million to regeneration projects across Scotland. 11 projects in the West region have received £23 million.

Infrastructure Commission

An Infrastructure Commission for Scotland has been established to provide long-term strategic advice to the Scottish Government on national infrastructure priorities. The Commission will provide independent, expert advice on the vision, ambition and priorities for infrastructure in Scotland for the next 30 years.

Cash Retention in Construction

The Scottish Government is to launch a consultation on the use of cash retention in the construction industry. Cash retention in construction industry contracts is common practice, including in the public sector. Its purpose is to ensure the contractor completes the job. However, Ministers and industry figures are concerned it is not being used proportionately or responsibly. Ken Gillespie, Chair of Construction Scotland, wants to see the practice abolished by 2023.

In Case You Missed It

The Scottish Government has launched a new electronic map showing public investment in infrastructure projects across Scotland since 2007.

The interactive map shows range of projects – in education, culture, health, transport, emergency services, prisons, regeneration and flood protection – complete with a description and the amount of funding it received from the government.

Ministers That Matter To Your Sector

Michael Matheson MSP

Cabinet Secretary for Transport, Infrastructure and Connectivity

Responsibilities include transport, infrastructure, towns, cities and city deals.

Kevin Stewart MSP

Minister for Local Government, Housing and Planning

Responsibilities include housing, local government, planning, building standards and energy efficiency.

Read All About It

Sector and Industry Developments

Digest

Construction Industry Strategy

Construction Scotland, the representative organisation for the sector, has published the Scottish Construction Industry Strategy 2019-2022. The new strategy – developed by the industry for the industry – involved an extensive consultation with over 500 stakeholders. It aims to support the development of a more sustainable, productive, innovative and profitable construction sector, and to enhance its contribution to the growth of the Scottish economy.

New Build Homes Record

The number of new build homes completed has topped 20,000 for the first time in a decade. According to official statistics, there were 20,255 new build homes completed across all sectors in 2018 – an increase of 15%, or 2,699 homes, on the previous year.

Scotland's Economic Growth

The manufacturing and construction sectors have ensured that Scotland's economy has grown for the ninth consecutive quarter, according to official Scottish Government statistics. Latest Gross Domestic Product (GDP) figures show that the Scottish economy grew by 0.5% in the first quarter of 2019 – with manufacturing and construction sectors ensuring the rise, with their 2.6% and 2% growth respectively.

Value of Construction in Scotland

The Chartered Institute of Building has launched a new report on the value of construction in Scotland. The report provides an overview of the sector in Scotland, detail on key projects and recommendations for the future. It also notes that Scotland's construction sector emerged faster from recession than most of the UK, and that employment in the sector is forecast to grow by 2,790 each year between 2019-2023.

Affordable Housing for the Future

Government and industry must continue to work together to safeguard against the uncertainties created by Brexit and ensure affordable housing is available to all who need it, Scottish Ministers have said.

Partnership Between Government and Industry

The Scottish Government and Construction Scotland have formed a new strategic leadership forum to help the construction industry achieve its infrastructure and built environment ambitions. It is hoped that this new partnership will enable the Scottish Government to deliver its economic infrastructure and built environment aims, while also supporting the construction industry to achieve the goals set out in the Construction Scotland Industry Strategy for 2019-2022

Sector Must 'Moderate Volatility'

The Scottish construction sector must work to moderate volatility in the industry by taking steps to lessen its reliance on public infrastructure projects, the Chartered Institute of Building has said in a new report. The contribution of infrastructure to the construction sector over the past three years has been higher in Scotland, at 20%, than the GB average of 12%. To reduce the impact of volatility within Scotland's construction sector, the CIOB has suggested the creation of a flexible investment fund for an agreed prioritised schedule of longer-term projects. The inflows and outflows to the fund could be arranged to smooth demand for construction, it said.

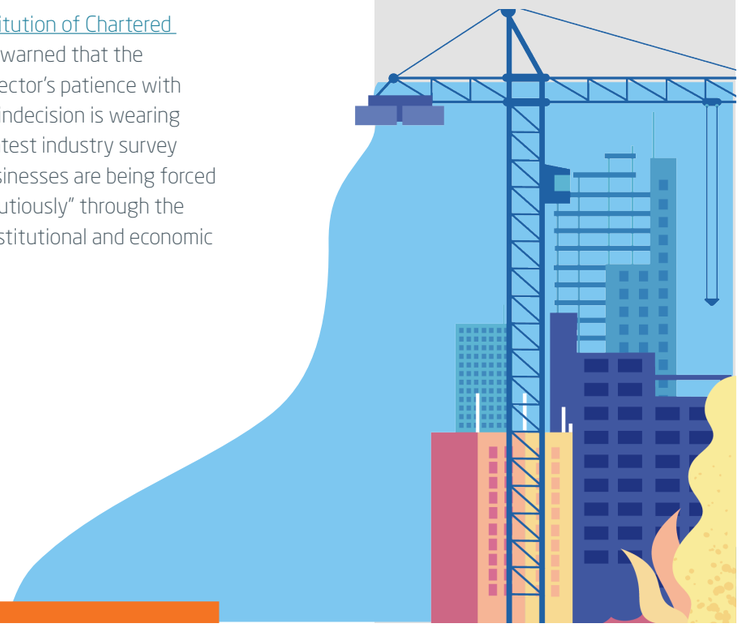
Sector Losing Patience with Brexit

The Royal Institution of Chartered Surveyors has warned that the construction sector's patience with Brexit-related indecision is wearing thin after its latest industry survey found that businesses are being forced to "proceed cautiously" through the continued constitutional and economic uncertainty.

In Numbers

Construction contributes **£21.5** billion to Scotland's economy

For every **£1** spent on construction, **£2.94** is generated in the economy.



In the News

Construction Scotland Innovation Centre

The Construction Scotland Innovation Centre, established in 2014, is one of eight industry-led and demand-driven Innovation Centres supported by the enterprise and skills agencies.
Supported by Edinburgh Napier University and based at Hamilton International Technology Park, the Innovation Centre works with firms, colleges and universities to deliver transformational change in construction.

This year it was announced that the CSIC was to receive almost £11 million in core funding to support the construction sector innovate, modernise and grow.

The investment from the Scottish Funding Council, Scottish Enterprise and Highlands and Islands Enterprise will allow CSIC to build on the work of the first five years - phase 1 - and support its phase 2 mission to bring innovation to the mainstream in construction, leading to improved productivity and growth within the sector.

Over the next five years, the funding will support the construction sector to deliver £998m of additional gross turnover, create 1,847 new jobs and retain 4,721 existing jobs.

> "The construction industry is a core sector of the Scottish economy, providing infrastructure to businesses across all sectors of the economy. Our vision is for a Scotland where innovation is an intrinsic part of our culture, our society and our economy. This relies on a pipeline of knowledge and skills from universities, colleges and research institutes."
>
> ***Richard Lochhead MSP***
> *Minister for Further Education, Higher Education and Science*

Workforce and Labour Market Information

Digest

Construction Sector Investment Plan

Skills Development Scotland has worked with partners, including Construction Scotland, to produce a new national Skills Investment Plan for Scotland's Construction Sector. The SIP provides a robust evidence base for the sector by mapping out a profile of the workforce, identifying the skills challenges the sector faces, building a clear picture of the training and skills provision and setting the priorities to be taken forward for the sector.

Future Construction Skills

The Scottish Government set up the Housing and Construction Skills Short-Life Working Group (SLWG), chaired by Professor Sean Smith from Napier University, in 2018 to assess and provide recommendations for future new housing and construction skills. Investment in apprenticeships, upskilling workers and attracting more people into the industry are among the themes of the 40 recommendations in the New Housing and Future Construction Skills Report.

Skilled Worker Shortages

Shortages of skilled workers in Scotland across key sectors – including construction – will be made worse after Brexit, Scottish Ministers have warned. The warning forms part of the Scottish Government's submission to the UK Government's Migration Advisory Committee about the range of occupations which are officially classed as suffering from a shortage of staff. The Scottish Government has no formal role in reviews of skills shortages in Scotland, but has published extensive evidence on issues facing a key sectors.

Funds to Recruit and Retain Talent

The Scottish construction sector is set to receive a £5.4 million injection of support over the next 3 years as part of the CITB's largest investment to date for training more skilled workers to help the industry face the skills challenges of the future. The fund will target further education students studying construction – specifically within Highlands and Islands, Borders and rural East Scotland – where currently only a low percentage go on to employment in the sector. CITB will establish at least three onsite hubs and train 4,500 individuals, 30 per cent of whom are expected to be offered employment in the sector.

In Numbers

up to **60,000** self-employed workers in the Scottish construction sector

45,500 construction firms, ranging from global players to micro businesses

71,000 people in Scotland employed in construction - **10%** of all Scottish jobs

Our Workforce, Our Future

The College launched the Our Workforce, Our Future report in autumn 2018, the culmination of our earlier work on the West of Scotland Skills Survey.

The first research of its kind to be conducted by a college or university in Scotland, it sought to gather employers' perspectives on their workforce planning and business needs.

231 organisations, employing a workforce of more than 65,000 people, in and around the region responded to the sector-leading initiative. We have successfully engaged with a wide-range of employers: from new start-ups to well-established businesses, from SMEs to FTSE-100 listed companies.

By participating in our West of Scotland Skills Survey, employers have identified the challenges they face, their priorities for the future and the type of relationship they want from the College. They themselves have identified workforce planning as the biggest challenge they face and the skills gap heads the list of barriers to growth.

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88% of employers are satisfied with the work readiness of college leavers

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03 Immerse students in world of work through work experience and live client projects

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>
> ***Liz Connolly***
> *Principal*

Drew McGowan
Policy Officer

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WEST COLLEGE SCOTLAND

CREATIVE & DIGITAL INDUSTRIES SECTOR DIGEST

AY 2019/20

Introduction

Welcome to the inaugural edition of the WCS Creative & Digital Industries Sector Digest.

Clydebank Campus

Greenock Finnart Campus

Paisley Renfrew Campus

Colleges, like ours, are vital to economic growth and productivity. We prepare thousands of students each year with the skills they need to succeed in the world of work and we help build the highly trained, modern workforce that employers need.

The world in which we all live and work is forever changing.

The Fourth Industrial Revolution, globalisation and advancements in technology are altering what we do and how we do it. The UK's departure from the EU and our demographic pressures also pose significant challenges to the College and the region we serve.

Government policies, priorities and finances affect the work of the College and the way in which we do it. As a leader in the West region, we are called upon to be part of the solution to widening access to higher education, tackling the skills gap and youth unemployment, delivering inclusive economic growth and boosting productivity.

These technological advancements, societal changes and economic developments are occurring at a rapid pace. Whilst we cannot predict the future, we can prepare for a future that is increasingly unpredictable by being more informed and responsive to change.

This is the backdrop, and rationale, for this report. The WCS Sector Digest collates a range of information, from a multitude of sources, which is of interest to the work of the College, your curriculum area or our region. It is broken into four sections, covering:

- The Scottish Government's policies and priorities for the college sector
- Public policies and priorities of concern to the Creative and Digital Industries sector
- Industry news and developments
- Workforce and labour market information

The aim of the WCS Sector Digest is provide you with a bespoke resource to keep you abreast of developments and equip you with an evidence-base to use in your future curriculum planning and teaching practice.

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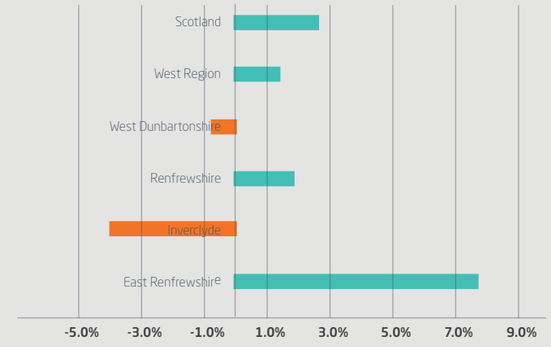

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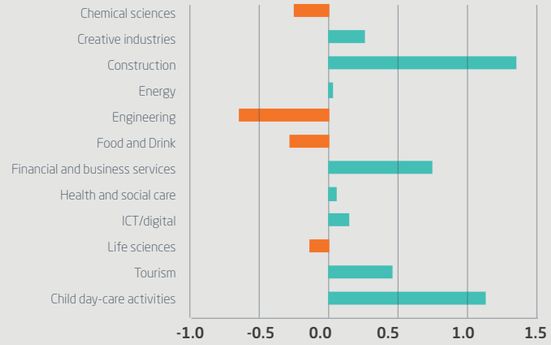
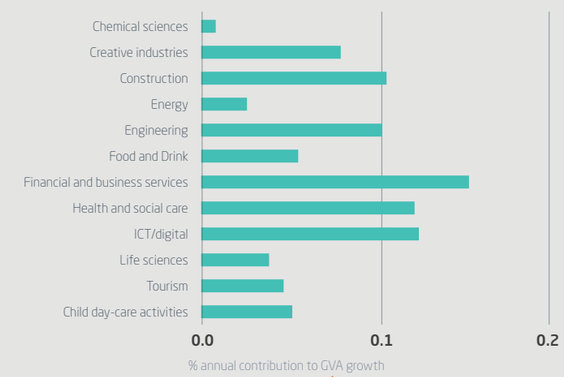


GVA by Key Sector in the West Region:, 2018 - 2028



What is GVA?

GVA stands for Gross Value Added. This is a measure of the value of goods and services produced in a particular area, industry or sector of an economy. In this case, the West region.

At A Glance

Our College

1,196 staff

23,273 students

32% full-time students
68% part-time students

83% studying at FE
17% studying at HE

96% of our students go on to positive destinations

37% of our students come from communities within the **20%** most deprived areas of Scotland

Teaching **4,000** pupils from **32** schools across the West region

Delivering more than **1,000** places within the Apprenticeship Family by **2020**

Total income of **£66** million

Our Region

4 local authority areas

Population of **388,900**

182,700 employed in the West region

Productivity per head third highest of all Scottish regions

Policies and Priorities for the College Sector

In a Nutshell

The Scottish Government provides the overall strategic direction to Scotland's colleges – which, since 2013, have been classed as public sector bodies and are grouped into 13 regions.

Ministerial priorities are largely set out in an annual letter of guidance for colleges to the Scottish Funding Council. The most recent ministerial letter of guidance was issued in July 2019.

Funding is distributed by the SFC and each of the 13 college regions are obligated to produce an outcome agreement setting out what they plan to deliver in return for this public investment.

Did You Know?

Colleges are no longer required to prioritise full-time provision for 16-24 year olds. Instead, the Scottish Government says, colleges:

> "should be responsive to the current needs of learners and the economy. This must include access to opportunities for part-time learners, learners over the age of 24 and those returning to learning for up-skilling and re-skilling.training, from staff induction, to wellbeing initiatives."

Sector-Wide Priorities

College Places

The Scottish Government continues to set the sector a target of providing at least 116,000 full-time equivalent college places – which the sector continues to exceed.

Attainment and Retention

Phase 1 of the National College Improvement Project, of which WCS was one of five participating colleges, has now complete. Work will be undertaken to build on the learning of the project, sharing findings with the wider sector.

Impact Of Brexit

Work will continue to monitor and mitigate, as far as possible, the likely impact of Brexit on the sector and to ensure colleges are equipped to meet the skills needs of a changing labour market.

Engagement With Industry

Colleges should be supported to create and strengthen effective partnerships with employers and industry groups.

Widening Access

Continued progress on implementation of the recommendations and interim targets made by the Commission on Widening Access to higher education remains a priority for the Scottish Government.

Mental Health

Colleges and universities should work with their student associations to develop and implement a Student Mental Health Agreement – WCS published our SMHA in February 2019. The Student Mental Health and Wellbeing Working Group will also support the implementation of 80 additional counsellors and the development of an integrated approach to student wellbeing.

Equally Safe

The Equally Safe in Higher Education Toolkit should be used by colleges and universities to tackle gender-based violence on campus and provide a safe environment for students and staff.

Care Experienced Students

People with care experience studying at college or university will continue to receive the £8,100 student income in 2019/20.

Adult Learning

Adult learners, particularly those with few or no formal qualifications or those furthest from the labour market, should be able to access high quality, flexible and accredited learning in Scotland's colleges.

Support For 15-24 Year Olds

The college sector should increase the provision of vocational pathways to school pupils in their senior phase

In Brief

The College has produced a suite of briefing papers covering a range of public policy developments that are of interest to our work.

Don't forget to look out for the policy digest each month.

- Impact of Brexit on WCS
- Review of Enterprise and Skills Agencies
- Review of Student Financial Support
- Programme for Government
- Scottish Budget 2019/20
- Enterprise and Skills Strategic Board

in support of the Developing the Young Workforce programme.

The Apprenticeship Family

Colleges and universities should continue to play a key role in developing Foundation, Modern and Graduate Apprenticeships and other work-based learning pathways in support of inclusive economic growth, ensuring they meet the needs of employers in rural as well as urban areas.

Skills Alignment

Skills alignment, a recommendation of the Review of Enterprise and Skills and overseen by the new Strategic Board, is a priority for the Scottish Government. This involves planning alignment between the SFC and SDS so that investment in skills reflects that needs of employers, learners and the economy.

Flexible Workforce Development Fund

Colleges will continue to exclusively administer and deliver the £10 million Flexible Workforce Development Fund in its third year. Eligible employers can use the FWDF to address priority skills gaps in their organisation by accessing up to £15,000 in funding to create tailored training programmes with their local college.

College Innovation Fund

The Scottish Government has made a further £500,000 available to support colleges to work with business on innovation activities through the College Innovation Fund.

Gender Balance On Public Boards

Scotland is the only country in the UK with a statutory gender representation law for public boards. The Scottish Government has reiterated that it expects colleges, and all public bodies, to address imbalances at board and senior management levels.

Carbon Management

The First Minister has declared a climate change emergency. The Scottish Government expects the SFC to work with colleges to develop a more ambitious agenda on climate change with increased sector commitments on greenhouse gas and plastic pollution reduction.

Ministers That Matter To The College Sector

John Swinney MSP

Cabinet Secretary for Education and Skills

Responsibilities include educational attainment, qualifications, the attainment gap, Skills Development Scotland and non-advanced qualifications.

Richard Lochhead MSP

Minister for Further Education, Higher Education and Science

Responsibilities include colleges, universities, science and STEM, student funding, widening access.qualifications.

Jamie Hepburn MSP

Minister for Business, Fair Work and Skills

Responsibilities include labour market strategy, employability programmes, youth employment, non-advanced vocational skills and

In Case You Missed It

The Scottish Government has published the Future Skills Action Plan for Scotland.

The new strategy, announced in the latest Programme for Government, places a greater emphasis on upskilling and reskilling of the existing workforce and, according to Ministers includes a "more responsive and resilient funding model to support work-based learning and the upskilling/reskilling agenda.

The Scottish Government also intends on working with colleges, universities and local authorities to encourage people to stay in Scotland, and to move within the country, to address regional skills gaps.

Widening Access to Higher Education

The Scottish Government's Programme for Government 2014-15 set out the ambition that a child born at that time in one of Scotland's most deprived communities should, by the time she or he left school, have the same chance of going to university as a child born in one of the country's least deprived areas.

> "Scotland's colleges are in the vanguard in delivering fair access to higher education. Unlike many universities where students from the 20-percent most deprived areas are still underrepresented, in most colleges they are already over represented."
>
> ***Sir Peter Scott***
> *Commissioner for Fair Access*

The Commission on Widening Access was then established to advise Ministers on how this ambition could be met. Its final report, A Blueprint for Fairness, sets out a range of measures to ensure that students from the 20% most deprived areas represent 20% of entrants to higher education by 2030.

Ministers have accepted the Commission's recommendations in their entirety and say that equality of access should be seen in both colleges and universities. Progress, however, is mixed. The latest statistics show that half of Scottish colleges have already achieved equality of access, with WCS having the second greatest representation in the college sector. Only 2 of Scotland's 18 universities currently meet the target.

Where We Stand: AY 2017-1818

College	HE Entrants	SIMD 20%
Glasgow Kelvin College	1,380	39.1%
West College Scotland	2,515	37.3%
Ayrshire College	2,620	36.8%
New College Lanarkshire	2.635	31.9%
Glasgow Clyde College	3,100	31.6%
City of Glasgow College	6,220	28.5%
College Sector	18,470	24.3%
South Lanarkshire College	955	24.1%
Fife College	2,870	22.7%
Dundee and Angus college	2,155	21.9%
West Lothian College	2,130	16.0%
Forth Valley College	2,300	14.4%
Edinburgh College	4,195	14.1%
Dumfries and Galloway College	555	10.6%
Borders College	430	7.9%
North East Scotland College	2,580	6.9%
Newbattle Abbey College	20	4.5%
Lews Castle College	10	0.0%
Orkney College	0	n/a
Perth College	0	n/a

University	HE Entrants	SIMD 20%
UWS	5,430	27.3%
Glasgow Caledonian University	4,710	21.6%
University of Abertay	1,180	19.3%
University of Strathclyde	3,490	16.8%
The Open University	7,025	15.6%
University of Dundee	2,815	15.1%
University of Stirling	2,160	15.1%
University Sector	26,810	14.9%
University of Glasgow	5,155	13.9%
Royal Conservatoire of Scotland	135	13.2%
Glasgow School of Art	230	12.6%
Scotland's Rural College	920	12.6%
Heriot-Watt University	1,425	11.1%
Edinburgh Napier University	2,690	10.6%
Queen Margaret University	895	9.1%
UHI	3,880	7.8%
University of Edinburgh	2,300	7.6%
Robert Gordon University	2,615	6.6%
University of St Andrews	820	6.1%
University of Aberdeen	1,435	5.9%

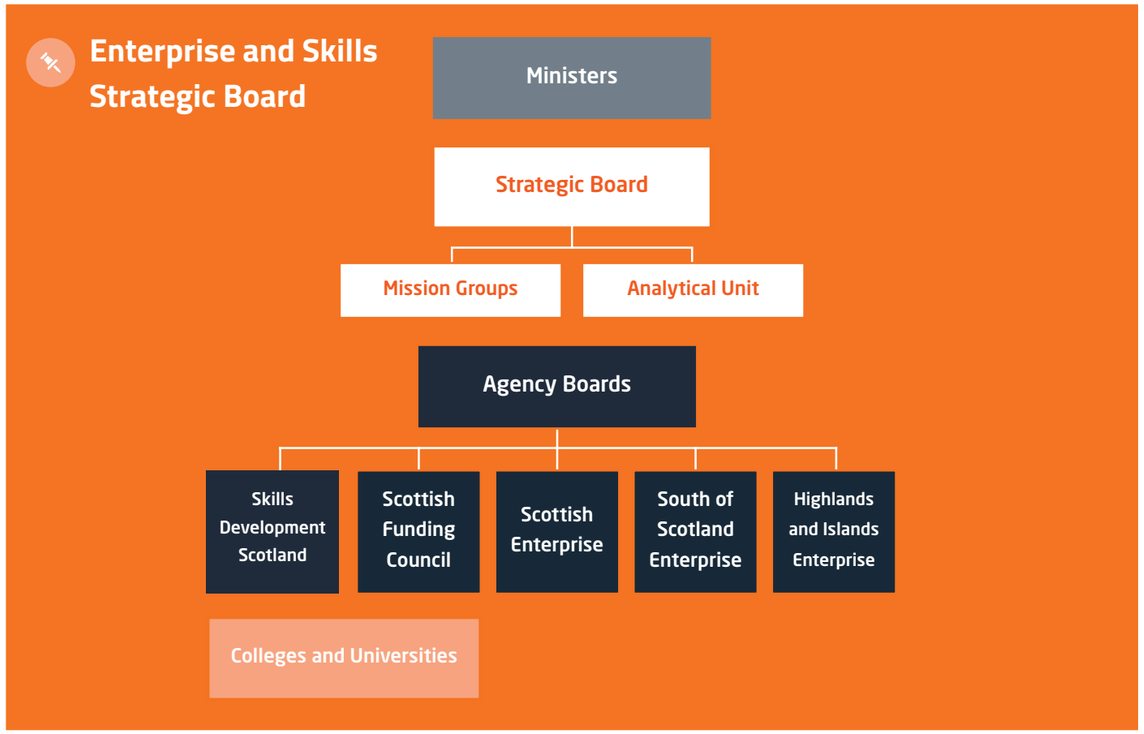
Enterprise and Skills Strategic Board

The new Strategic Board was born out of the Review of Enterprise and Skills Agencies and has been tasked with maximising the impact of the £2.6 billion investment that Scotland makes in enterprise and skills development each year.

Chaired by Nora Senior, the Strategic Board's core objective is to align and co-ordinate the activities of Scotland's enterprise and skills agencies behind the common purpose of driving inclusive and sustainable economic growth.

The Board published its Strategic Plan in October 2018. Outlining a series of actions for Scotland's enterprise and skills agencies and a blueprint to the government, aimed at driving productivity and inclusive growth, it is broken into four interconnected missions:

- Skills for the Future
- Business Models and Workplace Innovation
- Business Creation and Growth
- Exports



Public Policy and Priorities for Creative and Digital Industries

Read All About It Digest

Scotland's Culture Strategy

The Scottish Government is developing a Culture Strategy for Scotland and is consulting with creatives, cultural organisations and communities across the country to determine what it should contain. Ministers published a draft strategy and launched a consultation in June 2018. This stage has now completed and the Government has said it is "reflecting on the right material that the consultation generated and will bring forward a final strategy in 2019."

Digital Strategy for Scotland

Scotland's Digital Strategy, devised by the Scottish Government, sets out how digital is at the heart of everything the Government does – be that delivering economic growth, reforming public services or preparing young people for the world of work.

Creative Scotland

Creative Scotland, the national public body for the arts, screen, and creative industries, with over £30 million each year by the Scottish Government to develop and promote creative talent across the country. The Government works with Creative Scotland to deliver its Creative Industries Strategy, which informs and supports the work of creative firms across Scotland.

Digital Growth Fund

Launched by the Scottish Government in March 2017, the Digital Growth Fund provides loans to companies to provide training for their staff in digital skills – such as cyber security, data analytics and software engineering. Involving up to £36 million of loans over the next three years, this will enable up to an estimated 6,000 people to be trained in each year during the lifetime of the programme.

Creative Industries Advisory Group

Scottish Ministers established the Creative Industries Advisory Group to advise the Government on how best to support and grow Scotland's creative industries. Chaired by the Cabinet Secretary, Fiona Hyslop, it provides a strategic forum for enabling the diverse range of sub-sectors across the creative industries to engage with each other and with the Scottish Government to discuss issues of strategic importance to the industry.

Investment in Scottish Screen

The Scottish Government is supporting the development of film and TV production in a range of ways. Ministers have invested £1 million in skills development and training opportunities in the Scottish screen sector and around £4 million annual Production Growth Fund which aims to encourage film and TV productions to base themselves in Scotland. £10 million has also been allocated to Creative Scotland for the establishment of a Screen Unit to work to ensure that Scotland is an internationally competitive and recognised as a centre of excellence and innovation.

Digital Participation

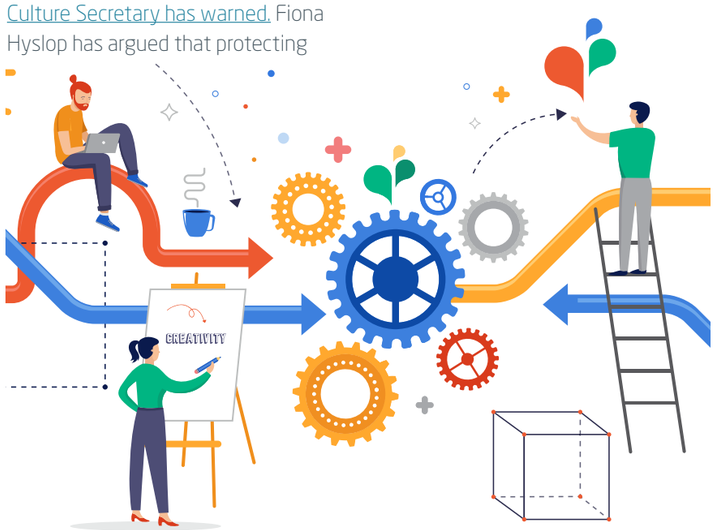
Digital inclusion and participation are a priority for the Scottish Government and work is underway to increase the number of people using digital services by helping communities to develop digital skills and confidence. Organisations have been invited to sign up to the Digital Participation Charter to commit to promoting digital participation and basic digital skills. The Digital Participation Charter Fund has supported over 120 projects and 15,000 people since being set up in 2014.

Cyber Resilience

The Scottish Government is committed to helping Scotland's people, businesses and public sector improve their cyber resilience. The Cyber Resilience Strategy for Scotland plans to ensure citizens have access to basic and specialist skills, cross-sector partnership working, awareness raising, availability of support and advice and that economic opportunities are capitalised.

Brexit Threatens Creative Industries

The UK's departure from the European Union poses a significant risk to Scotland's creative industries, the Culture Secretary has warned. Fiona Hyslop has argued that protecting membership of the Single Market is vital to the sector and its future growth; however, the UK Government's plans categorically rule out Single Market membership post-Brexit.



A Trading Nation

The Scottish Government's plan for growing Scotland's exports acknowledges the key role creative industries play in building brands and promoting Scotland on the world stage, as well as the benefit to the wider economy that they bring by increasing business competiveness and international distinctiveness. Ministers will work with the Creative Industries Advisory Group to support the wider impact of the creative industries on exports.

Digital Start Fund

Unemployed Scots and those on low incomes will be taught new digital skills under a Scottish Government initiative to open up job opportunities, it has been announced. The fund will be managed through SDS with applications to be made through appointed colleges and training providers. West College Scotland is one of the two appointed colleges.

Ministers That Matter To Your Sector

Kate Forbes MSP

Minister for Public Finance and Digital Economy

Responsibilities include managing the public finances, fiscal policy, taxation and the digital economy.

Fiona Hyslop MSP

Cabinet Secretary for Culture, Tourism and External Affairs

Responsibilities include creative industries, culture and the arts, broadcasting, architecture and built heritage.

Sector and Industry Developments

Digest

TV and Film Production in Scotland

The Production Growth Fund, an initiative to incentivise film production in Scotland, has generated £17.5 million for the economy – a return of £10 for every £1 spent. Film and TV producers spent a record £53 million shooting in Scotland in 2015 – an increase of £30 million in the last ten years. The Fund has supported productions like Trainspotting 2, Churchill and In Plain Sight.

Preparing for Brexit

ScotlandIS, the trade association for Scotland's digital technologies sector, have published an Brexit evidence base for individuals and firms to use in their decision-making during this period of uncertainty and change. It provides regular updates on Brexit developments, associated regulatory and legal issues and what they could mean for Scotland's digital technologies industry. Creative Scotland has also published a similar resource for the creative industries.

TV Production Feels Brexit Pinch

The £1 billion Amazon production of the new Lord of the Rings TV series will not be primarily shot in Scotland – it will instead be located in New Zealand. It has been reported that "the country [New Zealand] nearly lost out on the astronomically lucrative deal to Scotland, which is now expected to play a smaller part in the TV series", adding that the "tumultuous Brexit situation has hindered Scotland's pitch".

Arts Funding Favours the Few

The arts funding system in Scotland favours organisations with established networks and people from privileged backgrounds, the Scottish Government has been told through their Culture Strategy consultation. The sector is also characterised by a lack of diversity at "all levels of cultural delivery and decision-making" and increasing levels of competition for funding. Arts workers and members of the public have called for increased funding for the arts, and for "a paradigm shift in how culture is valued across society and government".

Digital Sector Continues to Grow

Scotland's digital technology companies are continuing to grow despite concerns around increasing competition for talent and the uncertainty of Brexit, according to an industry survey. The annual survey found that 75 per cent of respondents had increased their sales in 2018, up from 68 per cent in the previous 12 months. According to the same study, staff recruitment and retention concerns have grown by 9 per cent compared to 2017.

Future of the Scottish Youth Theatre

The Scottish Youth Theatre is to remain open after securing short-term funding of £150,000 was received from the Scottish Government last year. SYT had announced that, following its failure to secure regularly funded organisation status with Creative Scotland, it would have to cease trading in July 2018. The Cabinet Secretary for Culture said this short-term solution would allow SYT to find long-term funding. One proposal, from SYT, is that the organisation should be given national company status – putting it on the same level as the likes of Scottish Opera, meaning that funding would come direct from government.

Digital Strategy Warning from Auditors

The digital skills gap presents a formidable challenge for the Scottish Government in meeting its ambitions set out in the Digital Strategy, auditors have warned. In addition to the lack of trained staff, the Government's lack of strategic leadership and failure to learn from reviews of major IT projects also endanger the flagship strategy.

Broadcast Content Fund

Creative Scotland has launched a new £3million Broadcast Content Fund to support the development and production of distinctive high-quality projects. Open to Scottish-based production companies, the fund will make development and production awards of between £10,000 and £500,000.

> "The NFTS has a well-deserved international reputation for the quality of its training so we're very happy to be working in partnership with them to ensure that we and other broadcasters - along with the film industry in Scotland - have a well-trained and well-educated workforce to select from for many years to come."
>
> ***Donald MacKinnon***
> *Director of BBC Scotland*

In the News

New Film and TV School

The National Film and Television School has set up a base in Scotland. The new facility has been established in partnership with BBC Scotland and will be based at the corporation's Pacific Quay HQ and Dumbarton Studios.

The plan was announced by First Minister Nicola Sturgeon who said that Scottish Government would provide backing worth nearly £500,000. The Government and the BBC are contributing to a bursary fund to meet scholarship costs, which aims to ensure that students are drawn from a broad range of backgrounds.

Annual student numbers are projected at 450. These will include 100 full-time students, 50 others studying part-time, and a further 250 undertaking Continuing Professional Development (CPD) courses.

The NFTS offers a range of bespoke courses to develop the creative talent and expertise of graduates and people already working in Scotland's film, TV and games industry. It is hoped that this will help to address skills gaps in specific areas which have been identified as priorities by employers.

Workforce and Labour Market Information

Digest

Skills Investment Plans

Skills Development Scotland has worked with partners to produce new national Skills Investment Plans for the ICT and Digital Technology Sectors and Creative Industries. The SIPs provide a robust evidence base for both of the sectors, setting out a profile of their workforces, the skills challenges they face and a framework for future investment and skills development.

Scotland's Digital Technologies Report

Digital Scotland and Ekosgen undertook research and have subsequently produced a report which provides a comprehensive analysis to inform skills investment planning for the digital technologies sector – as well as digital technologies workers outwith the sector. The research looks at the sector's structure, current skills pipeline, drive of change and key recruitment and skills issues. A summary report has also been published.

In Numbers

	Creative Industries	Digital Sector
Employment	77,000	83,000
Companies	15,505	10,945
GVA	£4.4 billion per year	£5.7 billion per year
International Exports	£1.4 billion per year	£3.6 billion per year
Research and Development	£205 million per year	£388 million per year

Did You Know?

Over **90,000** people are employed in tech roles across all sectors in Scotland.

Of those, **40%** work in tech businesses, with the remaining **60%** employed in other sectors – such as finance, creative industries, healthcare and engineering.

Our Workforce, Our Future

The College launched the Our Workforce, Our Future report in autumn 2018, the culmination of our earlier work on the West of Scotland Skills Survey.

The first research of its kind to be conducted by a college or university in Scotland, it sought to gather employers' perspectives on their workforce planning and business needs.

231 organisations, employing a workforce of more than 65,000 people, in and around the region responded to the sector-leading initiative. We have successfully engaged with a wide-range of employers: from new start-ups to well-established businesses, from SMEs to FTSE-100 listed companies.

By participating in our West of Scotland Skills Survey, employers have identified the challenges they face, their priorities for the future and the type of relationship they want from the College. They themselves have identified workforce planning as the biggest challenge they face and the skills gap heads the list of barriers to growth.

This unique insight will inform the College's work in futureproofing our curriculum - helping to build a modern workforce for our region.

What employers are reporting

1in3 employers report that they have difficulty retaining staff citing the skills gap as the main reason for this

86% of employers reported skills gaps in their current workforce

61% listed digital skills as a priority for improvement and **47%** indicated that their employees required job-specific up-skilling

86% of employers provided staff training in the last year and **91%** would have provided more if they could have

92% of employers who had not previously worked with the College indicated that they would like to work together in the future

9 in 10 employers stated that they have a positive relationship with the College

88% of employers are satisfied with the work readiness of college leavers

What employers want from a modern college

01 **The College's offer to continue to be flexible to employer's needs**

02 **Employer involvement in course design and delivery**

03 **Immerse students in world of work through work experience and live client projects**

- **Annual review of employer training needs**
- **Regular contact via an employer newsletter**
- **Business networking events**
- **Work with more areas of the college**
- **College to employer visits: Employer to college visits**
- **Named contacts for employers**
- **Advertise job opportunities to students**
- **Careers days**

> "Employers have told us that workforce planning is the biggest challenge facing them today and the skills gap heads the list of identified barriers to growth. The College can undoubtedly support employers to overcome these formidable challenges."
>
> ***Liz Connolly***
> *Principal*

Drew McGowan
Policy Officer

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e drew.mcgowan@wcs.ac.uk

WEST COLLEGE SCOTLAND

ENERGY & ENGINEERING SECTOR DIGEST

AY 2019/20

Introduction

Welcome to the inaugural edition of the WCS Energy & Engineering Sector Digest.

Clydebank Campus

Greenock Finnart Campus

Paisley Renfrew Campus

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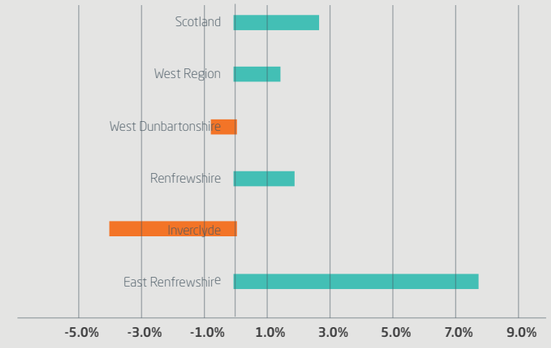

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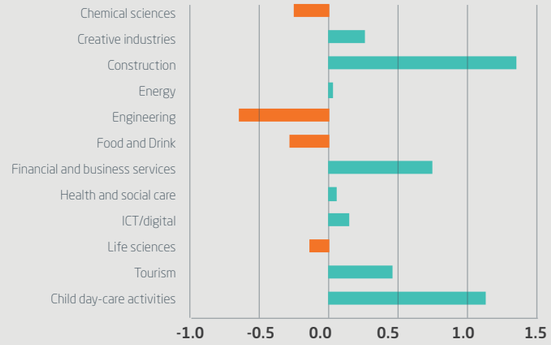

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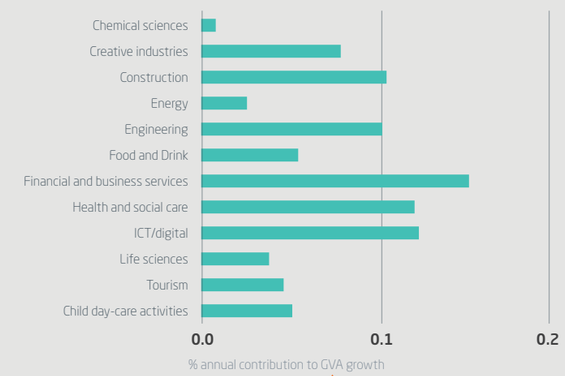

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The Scottish Government provides the overall strategic direction to Scotland's colleges – which, since 2013, have been classed as public sector bodies and are grouped into 13 regions.

Ministerial priorities are largely set out in an annual letter of guidance for colleges to the Scottish Funding Council. The most recent ministerial letter of guidance was issued in July 2019.

Funding is distributed by the SFC and each of the 13 college regions are obligated to produce an outcome agreement setting out what they plan to deliver in return for this public investment.

Did You Know?

Colleges are no longer required to prioritise full-time provision for 16-24 year olds. Instead, the Scottish Government says, colleges:

> "should be responsive to the current needs of learners and the economy. This must include access to opportunities for part-time learners, learners over the age of 24 and those returning to learning for up-skilling and re-skilling.training, from staff induction, to wellbeing initiatives."

Sector-Wide Priorities

College Places

The Scottish Government continues to set the sector a target of providing at least 116,000 full-time equivalent college places – which the sector continues to exceed.

Attainment and Retention

Phase 1 of the National College Improvement Project, of which WCS was one of five participating colleges, has now complete. Work will be undertaken to build on the learning of the project, sharing findings with the wider sector.

Impact Of Brexit

Work will continue to monitor and mitigate, as far as possible, the likely impact of Brexit on the sector and to ensure colleges are equipped to meet the skills needs of a changing labour market.

Engagement With Industry

Colleges should be supported to create and strengthen effective partnerships with employers and industry groups.

Widening Access

Continued progress on implementation of the recommendations and interim targets made by the Commission on Widening Access to higher education remains a priority for the Scottish Government.

Mental Health

Colleges and universities should work with their student associations to develop and implement a Student Mental Health Agreement – WCS published our SMHA in February 2019. The Student Mental Health and Wellbeing Working Group will also support the implementation of 80 additional counsellors and the development of an integrated approach to student wellbeing.

Equally Safe

The Equally Safe in Higher Education Toolkit should be used by colleges and universities to tackle gender-based violence on campus and provide a safe environment for students and staff.

Care Experienced Students

People with care experience studying at college or university will continue to receive the £8,100 student income in 2019/20.

Adult Learning

Adult learners, particularly those with few or no formal qualifications or those furthest from the labour market, should be able to access high quality, flexible and accredited learning in Scotland's colleges.

Support For 15-24 Year Olds

The college sector should increase the provision of vocational pathways to school pupils in their senior phase

In Brief

The College has produced a suite of briefing papers covering a range of public policy developments that are of interest to our work.

Don't forget to look out for the policy digest each month.

- Impact of Brexit on WCS
- Review of Enterprise and Skills Agencies
- Review of Student Financial Support
- Programme for Government
- Scottish Budget 2019/20
- Enterprise and Skills Strategic Board

in support of the Developing the Young Workforce programme.

The Apprenticeship Family

Colleges and universities should continue to play a key role in developing Foundation, Modern and Graduate Apprenticeships and other work-based learning pathways in support of inclusive economic growth, ensuring they meet the needs of employers in rural as well as urban areas.

Skills Alignment

Skills alignment, a recommendation of the Review of Enterprise and Skills and overseen by the new Strategic Board, is a priority for the Scottish Government. This involves planning alignment between the SFC and SDS so that investment in skills reflects that needs of employers, learners and the economy.

Flexible Workforce Development Fund

Colleges will continue to exclusively administer and deliver the £10 million Flexible Workforce Development Fund in its third year. Eligible employers can use the FWDF to address priority skills gaps in their organisation by accessing up to £15,000 in funding to create tailored training programmes with their local college.

College Innovation Fund

The Scottish Government has made a further £500,000 available to support colleges to work with business on innovation activities through the College Innovation Fund.

Gender Balance On Public Boards

Scotland is the only country in the UK with a statutory gender representation law for public boards. The Scottish Government has reiterated that it expects colleges, and all public bodies, to address imbalances at board and senior management levels.

Carbon Management

The First Minister has declared a climate change emergency. The Scottish Government expects the SFC to work with colleges to develop a more ambitious agenda on climate change with increased sector commitments on greenhouse gas and plastic pollution reduction.

Ministers That Matter To The College Sector

John Swinney MSP

Cabinet Secretary for Education and Skills

Responsibilities include educational attainment, qualifications, the attainment gap, Skills Development Scotland and non-advanced qualifications.

Richard Lochhead MSP

Minister for Further Education, Higher Education and Science

Responsibilities include colleges, universities, science and STEM, student funding, widening access.qualifications.

Jamie Hepburn MSP

Minister for Business, Fair Work and Skills

Responsibilities include labour market strategy, employability programmes, youth employment, non-advanced vocational skills and work-based learning and the upskilling/reskilling agenda.

In Case You Missed It

The Scottish Government has published the Future Skills Action Plan for Scotland.

The new strategy, announced in the latest Programme for Government, places a greater emphasis on upskilling and reskilling of the existing workforce and, according to Ministers includes a "more responsive and resilient funding model to support

The Scottish Government also intends on working with colleges, universities and local authorities to encourage people to stay in Scotland, and to move within the country, to address regional skills gaps.

Widening Access to Higher Education

The Scottish Government's Programme for Government 2014-15 set out the ambition that a child born at that time in one of Scotland's most deprived communities should, by the time she or he left school, have the same chance of going to university as a child born in one of the country's least deprived areas.

> "Scotland's colleges are in the vanguard in delivering fair access to higher education. Unlike many universities where students from the 20-percent most deprived areas are still underrepresented, in most colleges they are already over represented."
>
> ***Sir Peter Scott***
> *Commissioner for Fair Access*

The Commission on Widening Access was then established to advise Ministers on how this ambition could be met. Its final report, A Blueprint for Fairness, sets out a range of measures to ensure that students from the 20% most deprived areas represent 20% of entrants to higher education by 2030.

Ministers have accepted the Commission's recommendations in their entirety and say that equality of access should be seen in both colleges and universities. Progress, however, is mixed. The latest statistics show that half of Scottish colleges have already achieved equality of access, with WCS having the second greatest representation in the college sector. Only 2 of Scotland's 18 universities currently meet the target.

Where We Stand: AY 2017-1818

College	HE Entrants	SIMD 20%
Glasgow Kelvin College	1,380	39.1%
West College Scotland	2,515	37.3%
Ayrshire College	2,620	36.8%
New College Lanarkshire	2.635	31.9%
Glasgow Clyde College	3,100	31.6%
City of Glasgow College	6,220	28.5%
College Sector	18,470	24.3%
South Lanarkshire College	955	24.1%
Fife College	2,870	22.7%
Dundee and Angus college	2,155	21.9%
West Lothian College	2,130	16.0%
Forth Valley College	2,300	14.4%
Edinburgh College	4,195	14.1%
Dumfries and Galloway College	555	10.6%
Borders College	430	7.9%
North East Scotland College	2,580	6.9%
Newbattle Abbey College	20	4.5%
Lews Castle College	10	0.0%
Orkney College	0	n/a
Perth College	0	n/a

University	HE Entrants	SIMD 20%
UWS	5,430	27.3%
Glasgow Caledonian University	4,710	21.6%
University of Abertay	1,180	19.3%
University of Strathclyde	3,490	16.8%
The Open University	7,025	15.6%
University of Dundee	2,815	15.1%
University of Stirling	2,160	15.1%
University Sector	26,810	14.9%
University of Glasgow	5,155	13.9%
Royal Conservatoire of Scotland	135	13.2%
Glasgow School of Art	230	12.6%
Scotland's Rural College	920	12.6%
Heriot-Watt University	1,425	11.1%
Edinburgh Napier University	2,690	10.6%
Queen Margaret University	895	9.1%
UHI	3,880	7.8%
University of Edinburgh	2,300	7.6%
Robert Gordon University	2,615	6.6%
University of St Andrews	820	6.1%
University of Aberdeen	1,435	5.9%

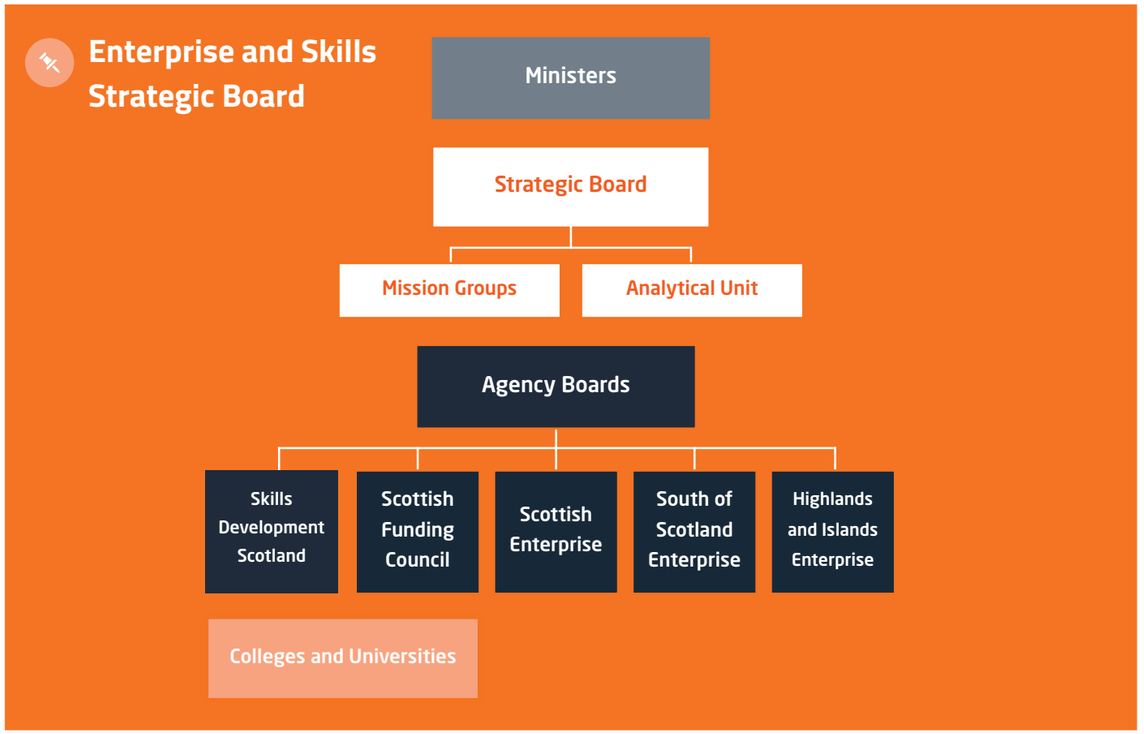
Enterprise and Skills Strategic Board

The new Strategic Board was born out of the Review of Enterprise and Skills Agencies and has been tasked with maximising the impact of the £2.6 billion investment that Scotland makes in enterprise and skills development each year.

Chaired by Nora Senior, the Strategic Board's core objective is to align and co-ordinate the activities of Scotland's enterprise and skills agencies behind the common purpose of driving inclusive and sustainable economic growth.

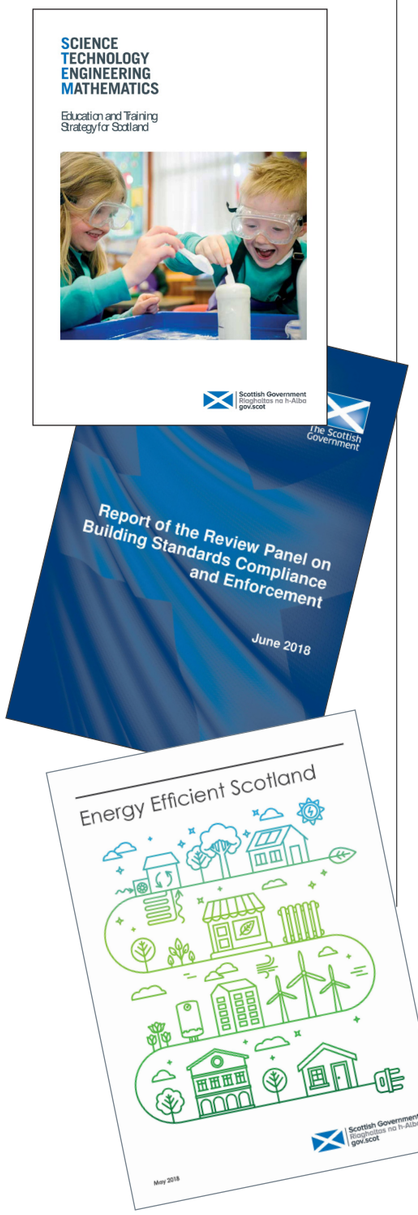
The Board published its Strategic Plan in October 2018. Outlining a series of actions for Scotland's enterprise and skills agencies and a blueprint to the government, aimed at driving productivity and inclusive growth, it is broken into four interconnected missions:

- Skills for the Future
- Business Models and Workplace Innovation
- Business Creation and Growth
- Exports



Public Policy and Priorities for the Energy and Engineering Sector

Read All About It



Digest

National Manufacturing Institute

The Scottish Government has established the National Manufacturing Institute of Scotland which, they say, is part of their commitment to support and grow Scotland's manufacturing base and to make the country a globally recognised producer of goods. Based in Renfrewshire, it will be comprised of a digital factory, a skills academy and a collaborative space.

Regulation of Electricians

The Scottish Government commissioned Pye Tait to independently assess if regulation of electricians in Scotland is required. Currently anyone can call themselves an electrician. There is no statutory need for any qualifications or demonstration of competence. In their final reprt Pye Tait have recommended protection of title, licensing of firms to undertake electrical installations, plus mandatory individual registration.

STEM Education and Training Strategy

Ministers have published a Science, Technology, Engineering and Maths Strategy aimed at improving education and training in STEM in Scotland's schools, colleges and universities. By 2022, the Strategy aims to increase STEM-related learning in schools, practitioner confidence, collaboration between schools, colleges, universities and industry and employment in STEM-related occupations. The plan also wants to reduce equity gaps – by gender, race, deprivation, rurality, disability and care experience – in STEM learning and employment. The first progress report has recently been published.

Review of Building Standards

The Review of Building Standards Compliance and Enforcement in Scotland, commissioned by the Scottish Government in light of the Grenfell Tower Fire in 2017, has published their final report.

Lightweight Manufacturing Centre

First Minister Nicola Sturgeon has launched the £8.9 million Lightweight Manufacturing Centre which aims to give Scottish firms an edge on new manufacturing processes for lightweight materials, such as titanium and carbon fibre. Based in the former Doosan Babcock facility in Renfrew, the LMC is the first stage in the development of the NMIS.

Infrastructure Commission

An Infrastructure Commission for Scotland has been established to provide long-term strategic advice to the Scottish Government on national infrastructure priorities. The Commission will provide independent, expert advice on the vision, ambition and priorities for infrastructure in Scotland for the next 30 years.

Energy Strategy for Scotland

The Scottish Government has published Scotland's first Energy Strategy. By 2030, Ministers aim to generate 50% of Scotland's overall energy consumption from renewable sources and by 2050 aim to have decarbonised the energy system almost completely. The plan describes the ways in which the Government intends on strengthening the development of local energy, protecting and empowering consumers, and supporting Scotland's climate change ambitions while tackling poor energy provision.

> "We must aspire to be the inventor and the manufacturer of the digital, high-tech and low-carbon innovations that will shape the future, not just a consumer of those innovations."
>
> ***Nicola Sturgeon***
> *First Minister*

Electricians Working Group

The Scottish Government has established the Electricians Working Group. Chaired by Jamie Hepburn MSP, it has been tasked with exploring ways to protect consumers and scrupulous traders, creating an inhospitable environment for miscreants and maintaining competition within the industry.

A Trading Nation

Ministers have published a plan for growing Scotland's exports. It acknowledges that the engineering and advanced manufacturing sector is one of Scotland's largest export sectors. The plan provides an overview of the sector's strengths, challenges, opportunities and key markets, as well as actions that will be taken to grow its exports in the future.

Energy Efficiency

Energy efficiency is a national infrastructure priority of the Scottish Government and, put simply, their vision is that "by 2040, our homes and buildings are warmer, greener and more efficient". To achieve this, actions are being taken to improve energy efficiency in homes and non-domestic buildings, establishing quality assurance requirements and decarbonising heat.

Ministers That Matter To Your Sector

Michael Matheson MSP

Cabinet Secretary for Transport, Infrastructure and Connectivity

Responsibilities include transport, infrastructure, towns, cities and city deals.

Richard Lochhead MSP

Minister for Further Education, Higher Education and Science

Responsibilities include colleges, universities, science, technology, engineering and maths.

Paul Wheelhouse MSP

Minister for Energy, Connectivity and the Islands

Responsibilities include energy, consents, renewable energy, broadband and other connectivity.

Jamie Hepburn MSP

Minister for Business, Fair Work and Skills

Responsibilities include industry, manufacturing, labour market strategy, employability, non-advanced vocational skills and Skills Development Scotland.

Sector and Industry Developments Digest

Impact of Brexit on Engineering

There is little evidence that the UK Government is heeding post-Brexit immigration warnings and their potential impact on the engineering sector, Scottish Engineering has said. A recent survey by the industry body suggests that almost half of Scottish engineering firms plan to boost their number of apprenticeships amid concern about the availability of skilled employees. They have called on the Government to change their immigration policy proposals to take into account the differing needs of the Scottish sector within the UK.

Foundation and Graduate Apprenticeships

The same survey by Scottish Engineering also found that the newer apprenticeship programmes for Foundation and Graduate streams showed lower increases of 16% and 21% respectively. The industry body concludes that whilst the increase is welcome, there is still collective work to do to convince industry of the value of these work-based learning initiatives.

Scotland's Economic Growth

The manufacturing and construction sectors have ensured that Scotland's economy has grown for the ninth consecutive quarter, according to official Scottish Government statistics. Latest Gross Domestic Product (GDP) figures show that the Scottish economy grew by 0.5% in the first quarter of 2019 – with manufacturing and construction sectors ensuring the rise, with their 2.6% and 2% growth respectively.

Ferguson Marine Engineering

Ferguson Marine, the last civilian shipbuilder on the Clyde, has been nationalised by the Scottish Government. The yard's owner, Jim McColl, called in administrators following a long dispute about cost overruns on two passenger ferries. The Finance Secretary, Derek Mackay, said he wants "to complete the vessels, secure [the 350] jobs and give the yard a future

Scottish Shale Gas

With enough shale has natural resources – and the right regulation – the mature extraction technology, also known as fracking, could be used to safely provide part of Scotland's energy needs, the Institution of Engineering and Technology has told the Scottish Parliament. The development of unconventional oil and gas remains prohibited in Scotland, with Scottish Ministers enforcing a moratorium on it via planning powers.

Welding Breakthrough

Researchers at Heriot-Watt University have successfully fused glass to metal using an ultrafast laser system – a feat that has historically been impossible because of the differences in thermal properties that could cause the glass to shatter. The new process could potentially transform the manufacturing sector by eliminating the need for adhesives, increasing durability and offering more design flexibility.

Future of BiFab

BiFab, the Scottish an engineering firm that builds large-scale equipment for the energy industry, has been taken over by a Canadian company, the Scottish Government has announced after negotiating the £25 million deal that avoids immediate closure and loss of jobs.

Response to STEM Strategy

The Scottish Government's strategy for promoting and developing education and training in Science, Technology, Engineering and Maths is 'flim flam', the Scottish Parliament's Education and Skills Committee has been told. Prof Ian Wall, former Chair of the STEM Education Committee, told MSPs that the STEM Strategy – which sets out a 5-year plan – would not transform education, arguing that a long-term strategy, with adequate resources, is required instead.

Manufacturers' Brexit Uncertainty

Scottish manufacturing firms are putting off investment and are facing rising costs due to the uncertainty over Brexit, the Scottish Chambers of Commerce has warned. SCC's latest quarterly economic indicator report states that 64% of manufacturers listed stockpiling raw materials as their top cost pressure. ""Scottish businesses need to see steps being taken to avoid a disorderly Brexit," SCC President Tim Allan said.

Broadband Project Warning

The Scottish Government's pledge to deliver superfast broadband across Scotland may need investment on top of the £600 million already committed, a watchdog has warned. Whilst praising the Government for hitting a target to provide fibre broadband to 95% of premises, Audit Scotland said there was a lack of clarity over how 100% coverage of 30 megabit per second (Mb/s) speeds would be achieved. Further recommendations include publishing clear timescales by next summer for achieving the 100% rollout.

In the News

Manufacturing in the West

The Advanced Manufacturing Innovation District Scotland (AMIDS) aims to be an internationally recognised centre for innovation, research and manufacturing in Scotland's industrial heartland.

Based in Renfrewshire, AMIDs will be home to the £65 million National Manufacturing Institute of Scotland, the £56 million Medicines Manufacturing Innovation Centre and the £8.9 million Lightweight Manufacturing Centre.

The University of Strathclyde's Advanced Forming Research Centre, which leads the way in research and development of manufacturing technologies, is based nearby in Inchinnan.

The Advanced Manufacturing Innovation District Scotland will provide a high-quality, campus-style environment for ambitious companies investing in and using best practice to transform manufacturing processes.

Located at the centre of Scotland's largest labour catchment (1.8 million population within the Glasgow city region) and alongside established businesses such as Rolls Royce, Vascutek and Thermo Fisher, make AMIDS the ideal investment opportunity.

It is hoped that AMIDS will be the catalyst for the development of Scotland's advanced manufacturing and life sciences sectors, providing support for businesses of all sizes and connecting all of Scotland's engineering universities and colleges.

To help realise this vision, City Deal funding of £39 million will deliver the infrastructure required – including the realignment of Abbotsinch Road, a new bridge across the White Cart and new cycle routes.

Workforce and Labour Market Information

Digest

Skills Investment Plans

Skills Development Scotland has worked with partners to produce new national Skills Investment Plans for the Energy and Engineering sectors. The SIPs provide a robust evidence base for both of the sectors, setting out a profile of their workforces, the skills challenges they face and a framework for future investment and skills development.

Skilled Worker Shortages

Shortages of skilled workers in Scotland across key sectors – including engineering and manufacturing – will be made worse after Brexit, Scottish Ministers have warned. The warning forms part of the Scottish Government's submission to the UK Government's Migration Advisory Committee about the range of occupations which are officially classed as suffering from a shortage of staff. The Scottish Government has no formal role in reviews of skills shortages in Scotland, but has published extensive evidence on issues facing a key sectors.

Future Construction Skills

The Scottish Government set up the Housing and Construction Skills Short-Life Working Group (SLWG), chaired by Professor Sean Smith from Napier University, in 2018 to assess and provide recommendations for future housebuilding, construction and engineering skills. Investment in apprenticeships, upskilling workers and attracting more people into the industry are among the themes of the 40 recommendations in the New Housing and Future Construction Skills Report.

In Numbers

Energy

- Employs **130,000** people in Scotland
- **15,635** companies operating in sector
- Contributes **£7.7 billion** to the economy each year
- Exports **£6.4 billion** worth of goods and services annually
- **£509 million** invested in research and development

Engineering

- **109,200** people employed in Scotland
- International sales of **£9.7 billion** annually
- **£9.2 billion** contribution to the economy each year

Our Workforce, Our Future

The College launched the Our Workforce, Our Future report in autumn 2018, the culmination of our earlier work on the West of Scotland Skills Survey.

The first research of its kind to be conducted by a college or university in Scotland, it sought to gather employers' perspectives on their workforce planning and business needs.

231 organisations, employing a workforce of more than 65,000 people, in and around the region responded to the sector-leading initiative. We have successfully engaged with a wide-range of employers: from new start-ups to well-established businesses, from SMEs to FTSE-100 listed companies.

By participating in our West of Scotland Skills Survey, employers have identified the challenges they face, their priorities for the future and the type of relationship they want from the College. They themselves have identified workforce planning as the biggest challenge they face and the skills gap heads the list of barriers to growth.

This unique insight will inform the College's work in futureproofing our curriculum - helping to build a modern workforce for our region.

What employers are reporting

1in3 employers report that they have difficulty retaining staff citing the skills gap as the main reason for this

86% of employers reported skills gaps in their current workforce

61% listed digital skills as a priority for improvement and **47%** indicated that their employees required job-specific up-skilling

86% of employers provided staff training in the last year and **91%** would have provided more if they could have

92% of employers who had not previously worked with the College indicated that they would like to work together in the future

9 in 10 employers stated that they have a positive relationship with the College

88% of employers are satisfied with the work readiness of college leavers

What employers want from a modern college

01 **The College's offer to continue to be flexible to employer's needs**

02 **Employer involvement in course design and delivery**

03 **Immerse students in world of work through work experience and live client projects**

- Annual review of employer training needs
- Regular contact via an employer newsletter
- Business networking events
- Work with more areas of the college
- College to employer visits: Employer to college visits
- Named contacts for employers
- Advertise job opportunities to students
- Careers days

> "Employers have told us that workforce planning is the biggest challenge facing them today and the skills gap heads the list of identified barriers to growth. The College can undoubtedly support employers to overcome these formidable challenges."
>
> ***Liz Connolly***
> *Principal*

Drew McGowan
Policy Officer

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e drew.mcgowan@wcs.ac.uk

WEST COLLEGE SCOTLAND

HOSPITALITY, TOURISM, LANGUAGES & BUSINESS SECTOR DIGEST

AY 2019/20

Introduction

Welcome to the inaugural edition of the WCS Hospitality, Tourism, Languages & Business Sector Digest.

Clydebank Campus

Greenock Finnart Campus

Paisley Renfrew Campus

Colleges, like ours, are vital to economic growth and productivity. We prepare thousands of students each year with the skills they need to succeed in the world of work and we help build the highly trained, modern workforce that employers need.

The world in which we all live and work is forever changing.

The Fourth Industrial Revolution, globalisation and advancements in technology are altering what we do and how we do it. The UK's departure from the EU and our demographic pressures also pose significant challenges to the College and the region we serve.

Government policies, priorities and finances affect the work of the College and the way in which we do it. As a leader in the West region, we are called upon to be part of the solution to widening access to higher education, tackling the skills gap and youth unemployment, delivering inclusive economic growth and boosting productivity.

These technological advancements, societal changes and economic developments are occurring at a rapid pace. Whilst we cannot predict the future, we can prepare for a future that is increasingly unpredictable by being more informed and responsive to change.

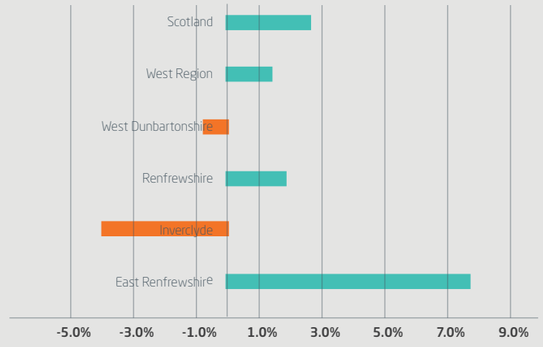
This is the backdrop, and rationale, for this report. The WCS Sector Digest collates a range of information, from a multitude of sources, which is of interest to the work of the College, your curriculum area or our region. It is broken into four sections, covering:

- The Scottish Government's policies and priorities for the college sector
- Public policies and priorities of concern to the Hospitality, Tourism, Languages & Business Sector
- Industry news and developments
- Workforce and labour market information

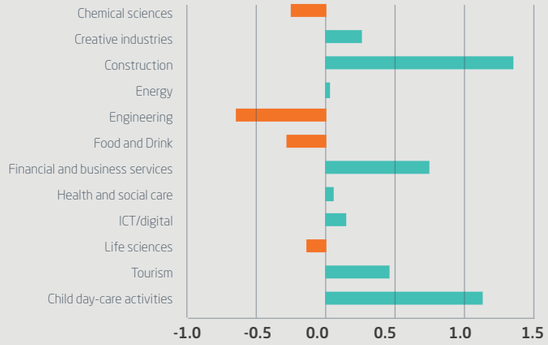
The aim of the WCS Sector Digest is provide you with a bespoke resource to keep you abreast of developments and equip you with an evidence-base to use in your future curriculum planning and teaching practice.

Just as we could not claim this is a definitive source of information, we do not claim that it is perfect. After reading the WCS Sector Digest, we would encourage you to participate in the short evaluation. Your feedback will help us gauge the impact of this type of resource and the demand within the College for its future production.

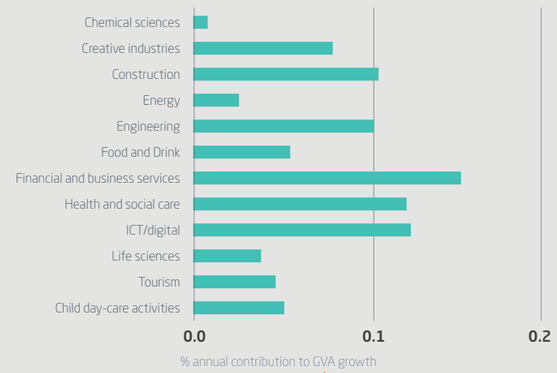
Population change: 2018-2028



Change in employment by key sector in the West Region 2018-2028



GVA by Key Sector in the West Region:, 2018 - 2028



What is GVA?

GVA stands for Gross Value Added. This is a measure of the value of goods and services produced in a particular area, industry or sector of an economy. In this case, the West region.

At A Glance

Our College

1,196 staff

23,273 students

32% full-time students
68% part-time students

83% studying at FE
17% studying at HE

96% of our students go on to positive destinations

37% of our students come from communities within the **20%** most deprived areas of Scotland

Teaching **4,000** pupils from **32** schools across the West region

Delivering more than **1,000** places within the Apprenticeship Family by **2020**

Total income of **£66** million

Our Region

4 local authority areas

Population of **388,900**

182,700 employed in the West region

Productivity per head third highest of all Scottish regions

Policies and Priorities for the College Sector

In a Nutshell

The Scottish Government provides the overall strategic direction to Scotland's colleges – which, since 2013, have been classed as public sector bodies and are grouped into 13 regions.

Ministerial priorities are largely set out in an annual letter of guidance for colleges to the Scottish Funding Council. The most recent ministerial letter of guidance was issued in July 2019.

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Carbon Management

The First Minister has declared a climate change emergency. The Scottish Government expects the SFC to work with colleges to develop a more ambitious agenda on climate change with increased sector commitments on greenhouse gas and plastic pollution reduction.

Ministers That Matter To The College Sector

John Swinney MSP

Cabinet Secretary for Education and Skills

Responsibilities include educational attainment, qualifications, the attainment gap, Skills Development Scotland and non-advanced qualifications.

Richard Lochhead MSP

Minister for Further Education, Higher Education and Science

Responsibilities include colleges, universities, science and STEM, student funding, widening access.qualifications.

Jamie Hepburn MSP

Minister for Business, Fair Work and Skills

Responsibilities include labour market strategy, employability programmes, youth employment, non-advanced vocational skills and

In Case You Missed It

The Scottish Government has published the Future Skills Action Plan for Scotland.

The new strategy, announced in the latest Programme for Government, places a greater emphasis on upskilling and reskilling of the existing workforce and, according to Ministers includes a "more responsive and resilient funding model to support work-based learning and the upskilling/reskilling agenda.

The Scottish Government also intends on working with colleges, universities and local authorities to encourage people to stay in Scotland, and to move within the country, to address regional skills gaps.

Widening Access to Higher Education

The Scottish Government's Programme for Government 2014-15 set out the ambition that a child born at that time in one of Scotland's most deprived communities should, by the time she or he left school, have the same chance of going to university as a child born in one of the country's least deprived areas.

> "Scotland's colleges are in the vanguard in delivering fair access to higher education. Unlike many universities where students from the 20-percent most deprived areas are still underrepresented, in most colleges they are already over represented."
>
> ***Sir Peter Scott***
> *Commissioner for Fair Access*

The Commission on Widening Access was then established to advise Ministers on how this ambition could be met. Its final report, A Blueprint for Fairness, sets out a range of measures to ensure that students from the 20% most deprived areas represent 20% of entrants to higher education by 2030.

Ministers have accepted the Commission's recommendations in their entirety and say that equality of access should be seen in both colleges and universities. Progress, however, is mixed. The latest statistics show that half of Scottish colleges have already achieved equality of access, with WCS having the second greatest representation in the college sector. Only 2 of Scotland's 18 universities currently meet the target.

Where We Stand: AY 2017-1818

College	HE Entrants	SIMD 20%
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University of Dundee	2,815	15.1%
University of Stirling	2,160	15.1%
University Sector	26,810	14.9%
University of Glasgow	5,155	13.9%
Royal Conservatoire of Scotland	135	13.2%
Glasgow School of Art	230	12.6%
Scotland's Rural College	920	12.6%
Heriot-Watt University	1,425	11.1%
Edinburgh Napier University	2,690	10.6%
Queen Margaret University	895	9.1%
UHI	3,880	7.8%
University of Edinburgh	2,300	7.6%
Robert Gordon University	2,615	6.6%
University of St Andrews	820	6.1%
University of Aberdeen	1,435	5.9%

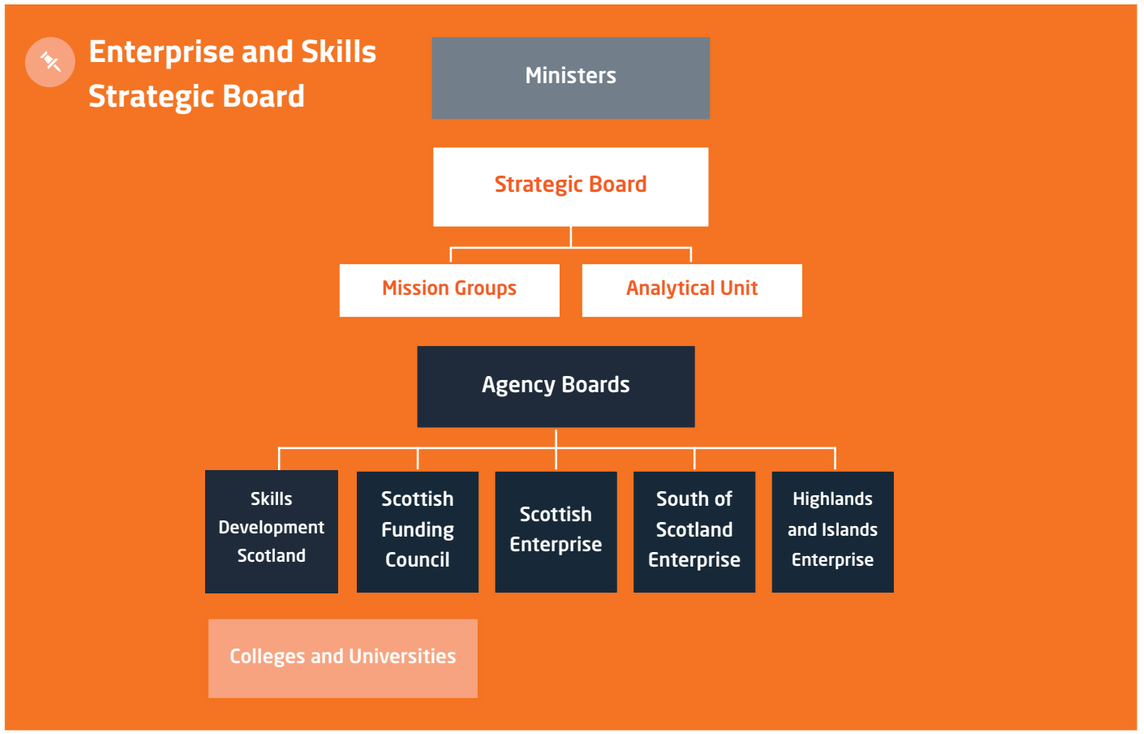
Enterprise and Skills Strategic Board

The new Strategic Board was born out of the Review of Enterprise and Skills Agencies and has been tasked with maximising the impact of the £2.6 billion investment that Scotland makes in enterprise and skills development each year.

Chaired by Nora Senior, the Strategic Board's core objective is to align and co-ordinate the activities of Scotland's enterprise and skills agencies behind the common purpose of driving inclusive and sustainable economic growth.

The Board published its Strategic Plan in October 2018. Outlining a series of actions for Scotland's enterprise and skills agencies and a blueprint to the government, aimed at driving productivity and inclusive growth, it is broken into four interconnected missions:

- Skills for the Future
- Business Models and Workplace Innovation
- Business Creation and Growth
- Exports



Public Policy and Priorities for the Hospitality, Tourism, Languages & Business Sector

Read All About It

Digest

Tourism Strategy

Scotland's current national tourism strategy, Tourism Scotland 2020, was launched in 2012 with the overarching aim of growing visitor spend by £1 billion to £5.5 billion by 2020. A review of the current strategy is underway, with the Scottish Tourism Alliance working with partners across industry and government to assess progress and produce fresh plans that look beyond 2020.

Food and Drink in Procurement

The food and drink industry in Scotland could get a potential £750 million boost through new plans by the Scottish Government to make public sector catering contracts more accessible to businesses. Scottish firms currently service 48% of public contracts, which are worth around £750 million between now and 2021. Describing public procurement as an "untapped resource", Scottish Ministers are working with industry to make it easier for domestic firms to access public contracts.

Support for Financial and Business Services

Scotland is the most important UK financial centre outside of London and business services is an important and growing sector too. The Scottish Government aims to support the financial and business services industry so that it continues to grow and strengthen Scotland's economy. They do this by engaging with industry though the Financial Services Advisory Board, providing business support through Scottish Enterprise and helping financial service companies explore overseas opportunities through Scottish Development International.

Tourist Tax

The Scottish Government is to consult on the principles of a locally-determined transient visitor levy – otherwise known as the tourist tax – and introduce legislation thereafter. The announcement was made after the Government's budget negotiations with the Scottish Greens.

ESOL

The Scottish Government published the first ESOL Strategy in 2007 and a refreshed plan for 2015-2020 was subsequently published. Ministers have instructed the Scottish Funding Council to support local partnership working to better meet ESOL need. Colleges should establish joint delivery plans with Community Planning Parternships that make clear how local need is being met and core funding is being best used. Colleges should have the flexibility to provide non-accredited learning where appropriate, but the joint delivery plans should establish provision that supports progression into formal accredited college courses.

Events Strategy

Scotland's national events strategy, Scotland the Perfect Stage, aims to engage, guide and support those involved in all aspects of securing, planning, and delivering events within Scotland's diverse portfolio – from international events to those which help support local communities.

Post-Brexit Funding

The loss of access to European funding after the UK leaves the EU could have damaging consequences for Scotland's tourism industry, Ministers have warned. VisitScotland estimate the £19.5 million European Regional Development Funding programme is worth £145 million in wider economic activity in Scotland.

FinTech Scotland

First Minister Nicola Sturgeon announced in 2017 that the Scottish Government would establish an independent organisation, backed by public, private and academic partners, to accelerate development of the financial services technology ecosystem in Scotland. FinTech Scotland is now in operation and aims to secure Scotland's place in the top five global FinTech centres.

Economic Impact of Tourism

Tourism is "a cornerstone of the Scottish economy, and vital to the economic performance of towns, cities and regions", according to a new report. The research, commissioned by the Toursim Leadership Group sets out economic data and trends on tourism across Scotland. Tourism supports 1 in 12 jobs and employment has grown by 12% since 2011.

A Trading Nation

Ministers have published a plan for growing Scotland's exports. It acknowledges financial and business services and food and drink are some of Scotland's largest export sectors. The plan provides an overview of the sectors' strengths, challenges, opportunities and key markets, as well as actions that will be taken to grow its exports in these areas on the future.

Ministers That Matter To Your Sector

Fiona Hyslop MSP

Cabinet Secretary for Culture, Tourism and External Affairs

Responsibilities include creative industries, culture and the arts, tourism and the securing and coordinating major events for Scotland.

Fergus Ewing MSP

Cabinet Secretary for the Rural Economy

Responsibilities include food and drink, agriculture, fisheries and aquaculture.

Sector and Industry Developments

Digest

Impact of Brexit on Hospitality

Brexit has already had a negative effect on just under a fifth of Scotland's hospitality sector, a new survey suggests. The Scottish Licensed Trade Association surveyed 500 outlets and found 17 per cent reported issues caused by Brexit, such as less bookings or loss of staff, and 1 in 4 expect to lose staff due to the UK's exit.

Greatest Tourism Moment in 50 Years

The Glasgow 2014 Commonwealth Games has been named as the greatest moment for Scottish tourism in the last 50 years after VisitScotland conducted a public poll. In close second place, was Scotland being named the most beautiful country in the world by Rough Guide readers in 2017 (16%) and the release of Hollywood blockbuster Braveheart in 1995 (11%).

FinTech in Scotland

The number of financial technology firms in Scotland has tripled in a year, FinTech Scotland has announced as it celebrated its first birthday. There are now over 80 FinTech firms in Scotland, with the growth driven by a mixture of new start-ups, existing FinTech businesses moving to Scotland and other Scottish technology companies expanding into the financial services market.

The Fairlie Scholarship

Renowned Scottish chef Andrew Fairlie, who died this year, has had a scholarship named in his honour. The Fairlie Scholarship has been hailed as "a career-changing opportunity" for Scotland's aspiring cooks. It being jointly sponsored by Hospitality Industry Trust (HIT) Scotland, the Scottish government and Gleneagles Hotel. Two-Michelin-starred chefs, Tom Kerridge and Sat Bains, will sit on a prestigious judging panel.

Languages in Schools

Foreign language subjects are being squeezed out of many high school timetables, according analysis by BBC Scotland. More than half of the schools that responded to the BBC survey said changes to the school curriculum had the biggest impact on language provision. More than half believed modern language exams were considered "too difficult" by pupils and about half said pupils are less interested in studying languages.

Tourist Tax

The Scottish Tourism Alliance, the representative body of the industry, have argued that the introduction of a tourist tax would have a negative impact on Scottish tourism. UK Hospitality Scotland have reiterated such warning, saying it could send businesses "off a cliff". Proponents of the levy, which would apply to all paid accommodation, argue that it would raise money to pay for the costs of mass tourism. Edinburgh Council estimate that the tax would raise between £11.6 million and £14.6 million per year in the city.

Scotland's Financial Sector

Scotland has outpaced London in terms of jobs growth in financial services in the past year, according to a report. Industry-led body TheCityUK said the number of jobs in the sector north of the border grew by 6.6%, to 161,000. London saw a rise of 5% in the same period. The report also found that financial and related professional services now accounted for 8.9% of the Scottish economy - the largest area contribution outside London.

Great British Staycation

Tourism to and from Scotland is helping to boost the number of "staycations" being taken around the Britain, according to a new report. The Great British Staycation surveyed more than 2,000 UK holidaymakers and 500 leisure and hospitality firms and found a 29% increase in Scots planning to spend more time on holiday in Britain. Some 69% of Scots are choosing to visit somewhere else Scotland as opposed to the rest of the UK. For the UK as a whole, Scotland was deemed the second best destination for a staycation.

Young Chef Olympiad

City of Glasgow College HND Professional Cookery student, Jordan McKenzie, reached the top ten at this year's Young Chef Olympiad. Jordan represented Scotland in the international culinary competition which took place in India and involved more than 60 countries from around the world.

Short-Term Holiday Lets

More than 80% of Scots want taxes to be imposed on short-term holiday letting landlords, as found on websites like AirBnB, according to a YouGov survey. The Scottish Government's consultation on the issue has recently closed and the survey results will add pressure to ministers whilst they consider bringing in new regulation. Scottish Land & Estates has said that over-regulation could pose a risk to tourism. UK Hospitality Scotland have argued that these short-term lets have an unfair advantage over hotels and B&Bs and "whose time has come" for greater regulation.

Scottish Stock Exchange

The first Scottish Stock Exchange since 1973 is set to open its doors in the latter half of 2019 if it secures regulatory approval. Bourse Scot, the company behind the plans, has secured a partnership with European stock market operator Euronext and a £750,000 grant from Scottish Enterprise to fund 45 jobs. It is expected that it will have an Edinburgh HQ, as well as offices in Glasgow and Aberdeen.

Mental Health in Hospitality

Almost 60% of workers in the hospitality industry in Scotland have experienced negative mental health due to work, according to a new survey by ScotHot.

In the News

Record for Tourism in Scotland

Visitor numbers to Scotland were up by 17% during last year while spending rose by almost a quarter, according to the Office for National Statistics.

Official figures show a 17 per cent rise in the number of overseas visitors to 3.2 million. During the same year, tourist spending increased by almost a quarter (23 per cent) to £2.3 billion.

The figures are the highest since the ONS travel trends survey began in 1961/62. The rise was driven by 1.9 million visits by European tourists, up 17 per cent on 2016. Spending by visitors from Europe increased by 36 per cent to £1.1 billion.

In contrast across the UK as a whole, the number of European visitors increased by one per cent while spending fell by one per cent.

The Scottish Government attributed the rise to factors including the popularity of the Scotland-set television series Outlander, digital campaigns by tourism agency VisitScotland, and events associated with the Year of History, Heritage and Archaeology.

Workforce and Labour Market Information

Digest

Skills Investment Plans

Skills Development Scotland has worked with partners to produce new national Skills Investment Plans for the Tourism, Food and Drink and Financial Services sectors. The SIPs provide a robust evidence base for the 3 sectors, setting out a profile of their workforces, the skills challenges they face and a framework for future investment and skills development.

UK Hospitality Workforce Commission

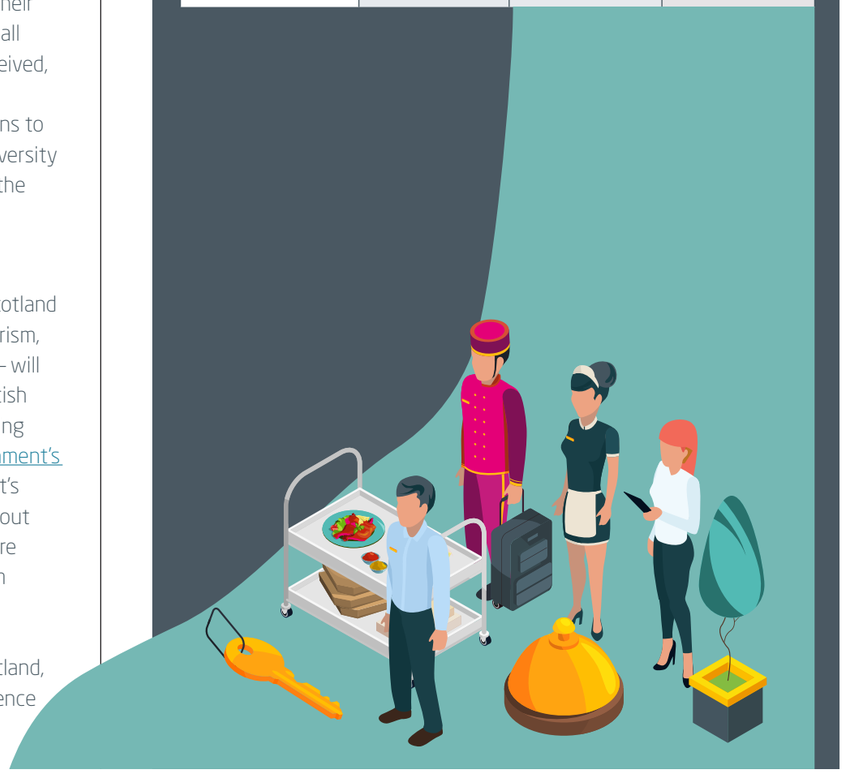
The industry body UK Hospitality has published the final report of their Workforce Commission. Based on all the evidence the Commission received, the Changing Face of Hospitality report contains 9 recommendations to support recruitment, retention, diversity skills and work-based learning in the hospitality industry.

Skilled Worker Shortages

Shortages of skilled workers in Scotland across key sectors – including tourism, hospitality and financial services – will be made worse after Brexit, Scottish Ministers have warned. The warning forms part of the Scottish Government's submission to the UK Government's Migration Advisory Committee about the range of occupations which are officially classed as suffering from a shortage of staff. The Scottish Government has no formal role in reviews of skills shortages in Scotland, but has published extensive evidence on issues facing a key sectors.

In Numbers

	Hospitality	Financial Services	Tourism
Employment	275,000	230,000	206,000
Companies	12,370	8,490	14,540
GVA	£7.9 billion per year	£14.7 billion per year	£3.9 billion per year



Our Workforce, Our Future

The College launched the Our Workforce, Our Future report in autumn 2018, the culmination of our earlier work on the West of Scotland Skills Survey.

The first research of its kind to be conducted by a college or university in Scotland, it sought to gather employers' perspectives on their workforce planning and business needs.

231 organisations, employing a workforce of more than 65,000 people, in and around the region responded to the sector-leading initiative. We have successfully engaged with a wide-range of employers: from new start-ups to well-established businesses, from SMEs to FTSE-100 listed companies.

By participating in our West of Scotland Skills Survey, employers have identified the challenges they face, their priorities for the future and the type of relationship they want from the College. They themselves have identified workforce planning as the biggest challenge they face and the skills gap heads the list of barriers to growth.

This unique insight will inform the College's work in futureproofing our curriculum - helping to build a modern workforce for our region.

What employers are reporting

1in3 employers report that they have difficulty retaining staff citing the skills gap as the main reason for this

86% of employers reported skills gaps in their current workforce

61% listed digital skills as a priority for improvement and **47%** indicated that their employees required job-specific up-skilling

86% of employers provided staff training in the last year and **91%** would have provided more if they could have

92% of employers who had not previously worked with the College indicated that they would like to work together in the future

9 in 10 employers stated that they have a positive relationship with the College

88% of employers are satisfied with the work readiness of college leavers

What employers want from a modern college

01 **The College's offer to continue to be flexible to employer's needs**

02 **Employer involvement in course design and delivery**

03 **Immerse students in world of work through work experience and live client projects**

- **Annual review of employer training needs**
- **Regular contact via an employer newsletter**
- **Business networking events**
- **Work with more areas of the college**
- **College to employer visits: Employer to college visits**
- **Named contacts for employers**
- **Advertise job opportunities to students**
- **Careers days**

> "Employers have told us that workforce planning is the biggest challenge facing them today and the skills gap heads the list of identified barriers to growth. The College can undoubtedly support employers to overcome these formidable challenges."
>
> ***Liz Connolly***
> *Principal*

Drew McGowan
Policy Officer

t 0141 581 2199
e drew.mcgowan@wcs.ac.uk

WEST COLLEGE SCOTLAND

MATHS, SCIENCE, SOCIAL SCIENCE & SPORT SECTOR DIGEST

AY 2019/20

Introduction

Welcome to the inaugural edition of the WCS Maths, Science, Social Science & Sport Sector Digest.

Clydebank Campus

Greenock Finnart Campus

Paisley Renfrew Campus

Colleges, like ours, are vital to economic growth and productivity. We prepare thousands of students each year with the skills they need to succeed in the world of work and we help build the highly trained, modern workforce that employers need.

The world in which we all live and work is forever changing.

The Fourth Industrial Revolution, globalisation and advancements in technology are altering what we do and how we do it. The UK's departure from the EU and our demographic pressures also pose significant challenges to the College and the region we serve.

Government policies, priorities and finances affect the work of the College and the way in which we do it. As a leader in the West region, we are called upon to be part of the solution to widening access to higher education, tackling the skills gap and youth unemployment, delivering inclusive economic growth and boosting productivity.

These technological advancements, societal changes and economic developments are occurring at a rapid pace. Whilst we cannot predict the future, we can prepare for a future that is increasingly unpredictable by being more informed and responsive to change.

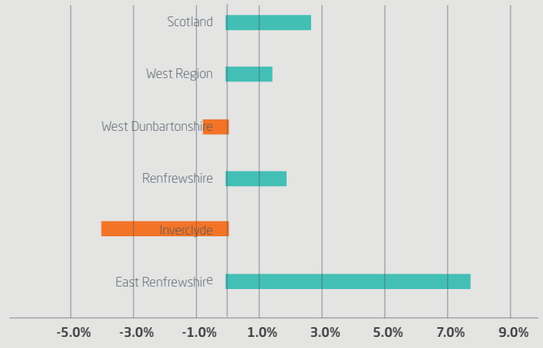
This is the backdrop, and rationale, for this report. The WCS Sector Digest collates a range of information, from a multitude of sources, which is of interest to the work of the College, your curriculum area or our region. It is broken into four sections, covering:

- The Scottish Government's policies and priorities for the college sector
- Public policies and priorities of concern to the Maths, Science, Social Science & Sport sector
- Industry news and developments
- Workforce and labour market information

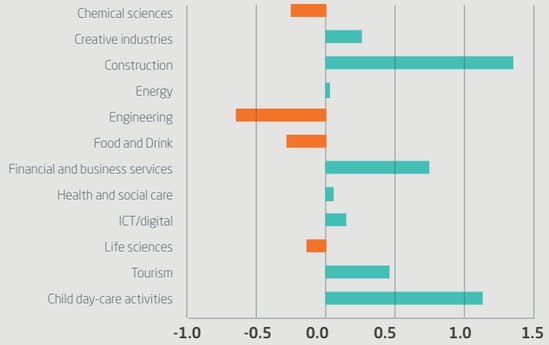
The aim of the WCS Sector Digest is provide you with a bespoke resource to keep you abreast of developments and equip you with an evidence-base to use in your future curriculum planning and teaching practice.

Just as we could not claim this is a definitive source of information, we do not claim that it is perfect. After reading the WCS Sector Digest, we would encourage you to participate in the short evaluation. Your feedback will help us gauge the impact of this type of resource and the demand within the College for its future production.

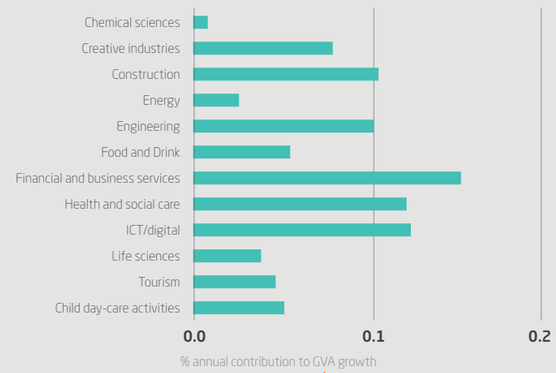
Population change: 2018-2028



Change in employment by key sector in the West Region 2018-2028



GVA by Key Sector in the West Region:, 2018 - 2028



What is GVA?

GVA stands for Gross Value Added. This is a measure of the value of goods and services produced in a particular area, industry or sector of an economy. In this case, the West region.

At A Glance

Our College

1,196 staff

23,273 students

32% full-time students
68% part-time students

83% studying at FE
17% studying at HE

96% of our students go on to positive destinations

37% of our students come from communities within the **20%** most deprived areas of Scotland

Teaching **4,000** pupils from **32** schools across the West region

Delivering more than **1,000** places within the Apprenticeship Family by **2020**

Total income of **£66** million

Our Region

4 local authority areas

Population of **388,900**

182,700 employed in the West region

Productivity per head third highest of all Scottish regions

Policies and Priorities for the College Sector

In a Nutshell

The Scottish Government provides the overall strategic direction to Scotland's colleges – which, since 2013, have been classed as public sector bodies and are grouped into 13 regions.

Ministerial priorities are largely set out in an annual letter of guidance for colleges to the Scottish Funding Council. The most recent ministerial letter of guidance was issued in July 2019.

Funding is distributed by the SFC and each of the 13 college regions are obligated to produce an outcome agreement setting out what they plan to deliver in return for this public investment.

Did You Know?

Colleges are no longer required to prioritise full-time provision for 16-24 year olds. Instead, the Scottish Government says, colleges:

> "should be responsive to the current needs of learners and the economy. This must include access to opportunities for part-time learners, learners over the age of 24 and those returning to learning for up-skilling and re-skilling.training, from staff induction, to wellbeing initiatives."

Sector-Wide Priorities

College Places

The Scottish Government continues to set the sector a target of providing at least 116,000 full-time equivalent college places – which the sector continues to exceed.

Attainment and Retention

Phase 1 of the National College Improvement Project, of which WCS was one of five participating colleges, has now complete. Work will be undertaken to build on the learning of the project, sharing findings with the wider sector.

Impact Of Brexit

Work will continue to monitor and mitigate, as far as possible, the likely impact of Brexit on the sector and to ensure colleges are equipped to meet the skills needs of a changing labour market.

Engagement With Industry

Colleges should be supported to create and strengthen effective partnerships with employers and industry groups.

Widening Access

Continued progress on implementation of the recommendations and interim targets made by the Commission on Widening Access to higher education remains a priority for the Scottish Government.

Mental Health

Colleges and universities should work with their student associations to develop and implement a Student Mental Health Agreement – WCS published our SMHA in February 2019. The Student Mental Health and Wellbeing Working Group will also support the implementation of 80 additional counsellors and the development of an integrated approach to student wellbeing.

Equally Safe

The Equally Safe in Higher Education Toolkit should be used by colleges and universities to tackle gender-based violence on campus and provide a safe environment for students and staff.

Care Experienced Students

People with care experience studying at college or university will continue to receive the £8,100 student income in 2019/20.

Adult Learning

Adult learners, particularly those with few or no formal qualifications or those furthest from the labour market, should be able to access high quality, flexible and accredited learning in Scotland's colleges.

Support For 15-24 Year Olds

The college sector should increase the provision of vocational pathways to school pupils in their senior phase

The Apprenticeship Family

Colleges and universities should continue to play a key role in developing Foundation, Modern and Graduate Apprenticeships and other work-based learning pathways in support of inclusive economic growth, ensuring they meet the needs of employers in rural as well as urban areas.

Skills Alignment

Skills alignment, a recommendation of the Review of Enterprise and Skills and overseen by the new Strategic Board, is a priority for the Scottish Government. This involves planning alignment between the SFC and SDS so that investment in skills reflects that needs of employers, learners and the economy.

Flexible Workforce Development Fund

Colleges will continue to exclusively administer and deliver the £10 million Flexible Workforce Development Fund in its third year. Eligible employers can use the FWDF to address priority skills gaps in their organisation by accessing up to £15,000 in funding to create tailored training programmes with their local college.

College Innovation Fund

The Scottish Government has made a further £500,000 available to support colleges to work with business on innovation activities through the College Innovation Fund.

Gender Balance On Public Boards

Scotland is the only country in the UK with a statutory gender representation law for public boards. The Scottish Government has reiterated that it expects colleges, and all public bodies, to address imbalances at board and senior management levels.

Carbon Management

The First Minister has declared a climate change emergency. The Scottish Government expects the SFC to work with colleges to develop a more ambitious agenda on climate change with increased sector commitments on greenhouse gas and plastic pollution reduction.

In Brief

The College has produced a suite of briefing papers covering a range of public policy developments that are of interest to our work.

Don't forget to look out for the policy digest each month.

- Impact of Brexit on WCS
- Review of Enterprise and Skills Agencies
- Review of Student Financial Support
- Programme for Government
- Scottish Budget 2019/20
- Enterprise and Skills Strategic Board

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Cabinet Secretary for Education and Skills

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The Open University	7,025	15.6%
University of Dundee	2,815	15.1%
University of Stirling	2,160	15.1%
University Sector	26,810	14.9%
University of Glasgow	5,155	13.9%
Royal Conservatoire of Scotland	135	13.2%
Glasgow School of Art	230	12.6%
Scotland's Rural College	920	12.6%
Heriot-Watt University	1,425	11.1%
Edinburgh Napier University	2,690	10.6%
Queen Margaret University	895	9.1%
UHI	3,880	7.8%
University of Edinburgh	2,300	7.6%
Robert Gordon University	2,615	6.6%
University of St Andrews	820	6.1%
University of Aberdeen	1,435	5.9%

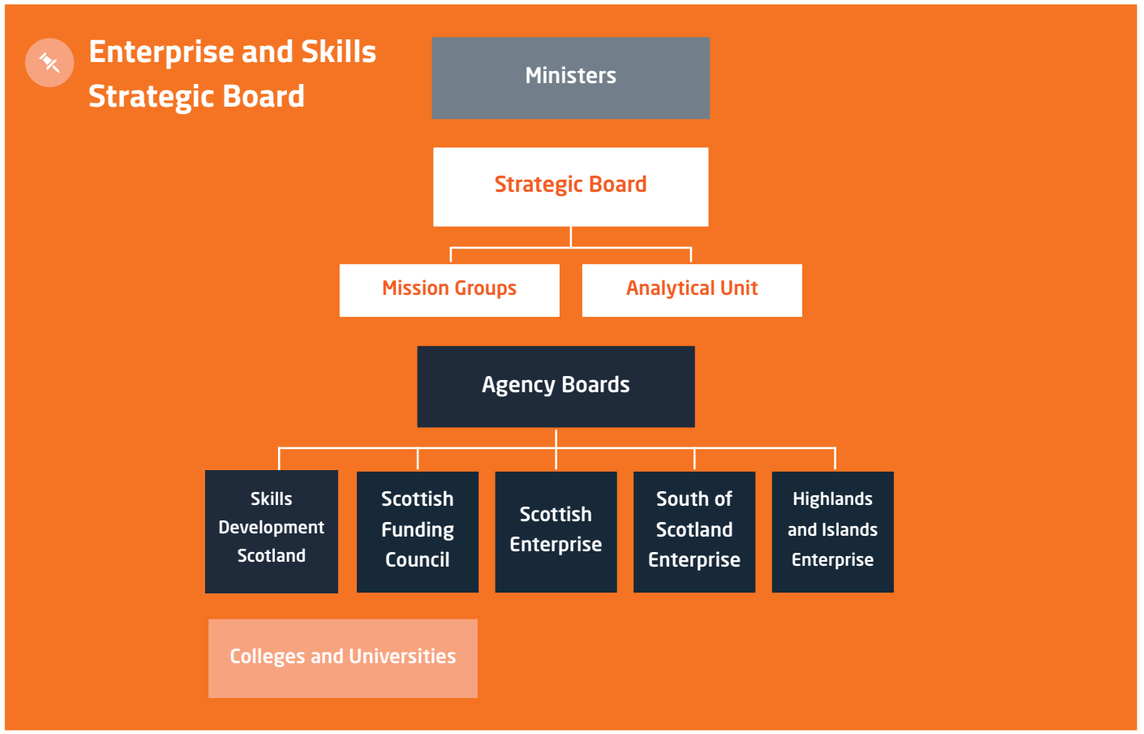
Enterprise and Skills Strategic Board

The new Strategic Board was born out of the Review of Enterprise and Skills Agencies and has been tasked with maximising the impact of the £2.6 billion investment that Scotland makes in enterprise and skills development each year.

Chaired by Nora Senior, the Strategic Board's core objective is to align and co-ordinate the activities of Scotland's enterprise and skills agencies behind the common purpose of driving inclusive and sustainable economic growth.

The Board published its Strategic Plan in October 2018. Outlining a series of actions for Scotland's enterprise and skills agencies and a blueprint to the government, aimed at driving productivity and inclusive growth, it is broken into four interconnected missions:

- Skills for the Future
- Business Models and Workplace Innovation
- Business Creation and Growth
- Exports



Public Policy and Priorities for the Maths, Science, Social Science and Sport Sector

Read All About It

Digest

STEM Education and Training Strategy

Ministers have published a Science, Technology, Engineering and Maths Strategy aimed at improving education and training in STEM in Scotland's schools, colleges and universities. By 2022, the Strategy aims to increase STEM-related learning in schools, practitioner confidence, collaboration between schools, colleges, universities and industry and employment in STEM-related occupations. The plan also wants to reduce equity gaps – by gender, race, deprivation, rurality, disability and care experience – in STEM learning and employment. The first progress report has recently been published.

Maths Week

The Deputy First Minister, John Swinney, has launched Maths Week as part of the Scottish Government's drive to encourage more positive attitudes towards numeracy and maths. The week-long celebration, taking place from 30th September to 6th October 2019, will see events hosted in nurseries, schools, colleges, universities and workplaces across Scotland aimed at all age groups.

STEM Bursary

People considering changing career to teach STEM subjects are being offered the chance of a £20,000 bursary. The Scottish Government's had made 100 STEM bursaries available in academic year 2019/20 at a total cost of £2 million – with physics, chemistry, maths, technical education, computing science and home economics as eligible subjects. 107 bursaries were awarded in 2018/19, the first year it was launched.

Active Scotland

The Scottish Government has published the Active Scotland Delivery Plan setting out actions that they, alongside partners, are undertaking to encourage and support people to be more active, more often. In recent years, Scots have become more active, with participation rising to 75% in 2011 and again to 79% in 2016. Whilst the majority of the population meet the Chief Medical Officer's guidelines, the Government wants to for further.

Scotland's Place in Europe

Scottish Ministers have published their latest analysis of the implications for Scotland's science and research if the UK leaves the European Union. The Scotland's Place in Europe report outlines the value of science and research, Scotland's participation at a European level and how the Government believes the future collaboration can be safeguarded.

National Walking Strategy

The National Walking Strategy published by the Scottish Government outlines their vision of a Scotland where everyone benefits from walking. It aims to do this by creating a culture of walking and delivering better walking environments throughout the country. Ministers provide £1.2 million to Paths for All to take forward the strategy and also support the Daily Mile initiative.

Women and Girls in Sport

The Scottish Government has established the Women and Girls in Sport Advisory Board to provide independent advice to ministers on female participation and awareness raising in all areas of sport and physical activity. Key leaders from the world of women's sport, business and media make up the Board's members.

Young People in Scotland Survey

The Scottish Government has published the report of the Young People in Scotland Survey: STEM and Languages, a collection of data on the choices young people make regarding STEM and language subjects at school.

Life Sciences Strategy

Life Sciences Scotland (LSS) is the industry leadership group for the life sciences sector. Its members include Scottish Ministers and life science leaders from industry, academia, trade bodies and the public sector. The LSS has published the latest Life Science Strategy for Scotland, which has a vision to make Scotland the location of choice for the life sciences community and its mission is to increase the industry's contribution to the Scottish economy to £8 billion by 2025.

Women in STEM

The Scottish Government is committed to addressing the under-representation of women in STEM courses in schools, colleges and universities – as well as careers in the world of work – to ensure that Scotland's STEM sectors are diverse, equal and prosperous. They are working with the SFC, Equate Scotland, the Institute of Physics and Close the Gap to advance equality and opportunities for women in education and work. will make the Protecting Vulnerable Groups (PVG) scheme mandatory for anyone working with children and vulnerable people, such as sports coaches. It will also end lifetime membership, replacing it with a renewable five-year membership.

Ministers That Matter To Your Sector

Richard Lochhead MSP

Minister for Further Education, Higher Education and Science

Responsibilities include colleges, universities, science, technology, engineering and maths.

Joe Fitzpatrick MSP

Minister for Public Health, Sport and Wellbeing

Responsibilities include public health, healthy working lives, physical activity, sport, sporting events and events legacy.

> "Scotland is a science and research nation - we already punch well above our weight and enjoy a global reputation as a welcoming, pro-science nation that supports research and innovation."
>
> ***Richard Lochhead MSP***
> *Minister for Further Education, Higher Education and Science*

Ivan McKee MSP

Minister for Trade, Investment and Innovation

Responsibilities include life sciences and low carbon economy.

Sector and Industry Developments

Digest

Response to STEM Strategy

The Scottish Government's strategy for promoting and developing education and training in Science, Technology, Engineering and Maths is 'flim flam', the Scottish Parliament's Education and Skills Committee has been told. Prof Ian Wall, former Chair of the STEM Education Committee, told MSPs that the STEM Strategy – which sets out a 5-year plan – would not transform education, arguing that a long-term strategy, with adequate resources, is required instead.

Scottish Policy Foundation

The Scottish Policy Foundation, the grant-giving public policy charity, is to fund new research into boosting Scottish productivity whilst achieving inclusive economic growth. The research will be carried out by the IPPR using a macroeconomic model developed by the Fraser of Allander Institute.

Leading the Way in Science

Scotland continues to punch above its weight in science and research, according to a new report published by the Scottish Science Advisory Council. The report compares how the Scottish science and research sector performed over the past decade against other similar sized countries. It found that that Scottish research ranked number one in terms of citations, researchers are 'very productive' and Scotland published more papers per researcher than the other countries measured in the report.

Sports Changes Lives

An independent survey of more than 4,000 school pupils, commissioned by Sportscotland, showed that 98% of Active Schools participants felt healthier thanks to their involvement in the Active Schools activities, 94% were motivated to be more active in the future and 92% felt more confident. The findings followed the news that the number of schoolchildren taking part in a project to encourage sport and physical activity is at an all-time high, according to Scotland's national sports agency.

Terumo Aortic Merger

Vascutek, the manufacturer of cardiovascular implants based in the Inchinnan area of the West region, has announced that it has merged with Boston Medical to become a single business. Whilst retaining its primary research and manufacturing facilities in Renfrewshire and Florida, Terumo Aortic will look to grow its presence in the global aortic and vascular implants market.

Challenges for Life Sciences

Leaving the EU, future investment, recruitment, international competition and a skilled workforce are among the top ranking challenges facing the life sciences in Scotland, industry leaders have said.

Economic Importance of Sport

SportScotland, the national sports agency, commissioned research by Sheffield Hallam University into the Economic Importance of Sport in Scotland. The research found that sports contribute £2.7 billion per year to Scotland's GVA and employs 64,800 people, 2.7% of Scotland's employment. Scottish consumers spent £2.6 billion on sport in 2016.

STEM Foundation Apprenticeships

Despite more than half (53.7%) of all 2017 entrants to the foundation apprenticeship programme being female, for the science, technology, engineering or maths strands female representation was 13.2%. The figures, published by Skills Development Scotland, show that this is an increase on the 2016 figure of 8.1% but indicates that more work is still required to achieve greater levels of female participation.

Make Maths Count

The Making Maths Count Group, an initiative of the Scottish Government, has published their final report on transforming Scotland into a maths positive nation. The Group have made 10 recommendations to transform public attitudes, improving confidence and fluency and promoting the value of maths as an essential skill for every career.

Inverclyde Training Centre

SportScotland has opened the redeveloped Inverclyde National Sports Training Centre. The £12m facility is one of a kind in the UK as it is entirely adapted to be one of the best inclusive training and competition venues in the UK. The world class facilities include grass pitches, a multi-sport hall, a gymnastics hall, floodlit all-weather and indoor 3G surfaces, a fitness suite with performance area, fully equipped meeting rooms and 60 accessible twin bedrooms.

In the News

Medicine Manufacturing Innovation Centre

A £56 million drug manufacturing "innovation centre", proclaimed as a world-first, is to be located in the West region.

The Medicines Manufacturing Innovation Centre (MMIC) in Inchinnan, Renfrewshire, will support 80 new high-skilled jobs and offer pharma companies a service to develop and adopt new techniques into their own manufacturing processes.

The first centre of its kind in the world, it is also predicted to attract £80m of research and development investment by 2028. The work to be carried out is expected to speed up the rate at which new drugs come on to the market.

The MMIC will be positioned next to the National Manufacturing Institute for Scotland and aims to attract more than £80 million in research and development investment by 2028.

The Scottish Government has said it is a "positive endorsement" of Scotland's life and chemical science sectors and the Association of the British Pharmaceutical Industry, said the MMIC was a "strong signal of intent" from government and industry.

> "Physical activity and sport have a transformative effect on communities, by providing opportunities for people to connect with their neighbourhoods and come together in shared activities which inspire and motivate."
>
> ***Joe Fitzpatrick MSP***
> *Minister for Public Health, Sport and Wellbeing*

Workforce and Labour Market Information

Digest

Skills Investment Plans

Skills Development Scotland has worked with partners to produce new national Skills Investment Plans for the Life and Chemical Science sectors. The SIPs provide a robust evidence base for both sectors, setting out a profile of their workforces, the skills challenges they face and a framework for future investment and skills development.

Skilled Worker Shortages

Shortages of skilled workers in Scotland across key sectors – including the STEM sectors – will be made worse after Brexit, Scottish Ministers have warned. The warning forms part of the Scottish Government's submission to the UK Government's Migration Advisory Committee about the range of occupations which are officially classed as suffering from a shortage of staff. The Scottish Government has no formal role in reviews of skills shortages in Scotland, but has published extensive evidence on issues facing a key sectors.

In Numbers

	Creative Industries	Digital Sector	Sport
Employment	77,000	83,000	64,800
GVA	15,505	10,945	£2.7 billion per year
Companies	£4.4 billion per year	£5.7 billion per year	
Exports	£1.4 billion per year	£3.6 billion per year	
Research and Development	£1.4 billion per year	£1.4 billion per year	

Our Workforce, Our Future

The College launched the Our Workforce, Our Future report in autumn 2018, the culmination of our earlier work on the West of Scotland Skills Survey.

The first research of its kind to be conducted by a college or university in Scotland, it sought to gather employers' perspectives on their workforce planning and business needs.

231 organisations, employing a workforce of more than 65,000 people, in and around the region responded to the sector-leading initiative. We have successfully engaged with a wide-range of employers: from new start-ups to well-established businesses, from SMEs to FTSE-100 listed companies.

By participating in our West of Scotland Skills Survey, employers have identified the challenges they face, their priorities for the future and the type of relationship they want from the College. They themselves have identified workforce planning as the biggest challenge they face and the skills gap heads the list of barriers to growth.

This unique insight will inform the College's work in futureproofing our curriculum - helping to build a modern workforce for our region.

What employers are reporting

1in3 employers report that they have difficulty retaining staff citing the skills gap as the main reason for this

86% of employers reported skills gaps in their current workforce

61% listed digital skills as a priority for improvement and **47%** indicated that their employees required job-specific up-skilling

86% of employers provided staff training in the last year and **91%** would have provided more if they could have

92% of employers who had not previously worked with the College indicated that they would like to work together in the future

9 in 10 employers stated that they have a positive relationship with the College

88% of employers are satisfied with the work readiness of college leavers

What employers want from a modern college

01 **The College's offer to continue to be flexible to employer's needs**

02 **Employer involvement in course design and delivery**

03 **Immerse students in world of work through work experience and live client projects**

- **Annual review of employer training needs**
- **Regular contact via an employer newsletter**
- **Business networking events**
- **Work with more areas of the college**
- **College to employer visits: Employer to college visits**
- **Named contacts for employers**
- **Advertise job opportunities to students**
- **Careers days**

> "Employers have told us that workforce planning is the biggest challenge facing them today and the skills gap heads the list of identified barriers to growth. The College can undoubtedly support employers to overcome these formidable challenges."
>
> ***Liz Connolly***
> *Principal*

Drew McGowan
Policy Officer

t 0141 581 2199
e drew.mcgowan@wcs.ac.uk

TITLE: **MODERN APPRENTICESHIPS** **PAPER 7**

[redacted]

[redacted]

[redacted]

Status: Restricted. This item is commercially sensitive.

TITLE: **ALTERNATIVE INCOME UPDATE**

[redacted]

[redacted]

[redacted]

Status: Restricted. This item is commercially sensitive.

Paper No 9

TITLE: REVIEW OF MODERN SLAVERY STATEMENT

Background:
The Modern Slavery Statement was approved by the Board of Management on 4 February 2019. It has to be reviewed on an annual basis. Following a review carried out by the Director Organisational Development and HR, it is recommended that no changes are made to the Modern Slavery Statement that will be place until 3 February 2021.

Action:
The Committee is asked to seek clarification as required and note the outcome of the annual review.

Lead:
David Gunn, Director Organisational Development and HR

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 polices 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.

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.

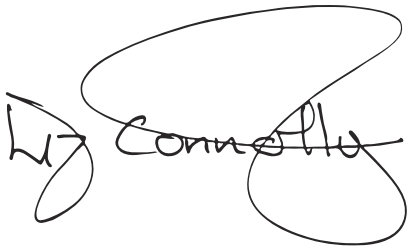
Breaches

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.



Liz Connolly
Principal and Chief Executive

MODERN SLAVERY STATEMENT -ANNUAL REVIEW

Procurement

The College Procurement Department now includes an Anti-Slavery Commitment document as an appendix to all invitation to tender documents. This document outlines the College's zero tolerance approach to modern slavery to both its employees and its supply chain and business partners. It also asks bidding companies to adhere to the college's anti-slavery policy in both their own and their supply chain's activities.

The College is also a member of Associated Procurement for Universities and Colleges (APUC) who are a centre of procurement expertise for all Universities and Colleges in Scotland. APUC are committed to the Modern Slavery (MS) Act 2015 and promotion of the sustainable procurement agenda. As such, all contractors on APUC led supply frameworks are thoroughly checked to ensure their compliance with the MS Act 2015

Recruitment Practices

The College carry out rigorous right to work checks for all members of staff. It uses recruitment agencies that have met our rigorous procurement procedures.

Whistleblowing

No concerns have been raised by employees about modern slavery related issues through the Public Interest Disclosure Policy.

Training

All HR Managers have completed an online training course on modern slavery.

Awareness -raising Programme

The Modern Slavery Statement is available for staff to view on the OD/HR Portal and the College website. An online awareness raising course on Modern Slavery is available for all staff on the College intranet.

Breaches

No alleged violations of human rights by our employees were reported to the College.

Paper No 10

TITLE: EQUALITY AND DIVERSITY INTERNAL AUDIT REPORT

Background:
In accordance with the 2019/20 Internal Audit Plan, Scott Moncrieff have considered the College's mechanisms for promoting staff equality and diversity and embedding these principles throughout the College including setting equality outcomes, implementing actions and ongoing monitoring and reporting

Action:
The Committee is asked to note the Audit Report and recommendations on areas for improvement.

Lead:
David Gunn, Director Organisational Development and HR

Status: Open

West College Scotland

Internal Audit Report 2019/20

Equality and Diversity

December 2019

Scott-Moncrieff
business advisers and accountants

West College Scotland

Internal Audit Report 2019/20

Equality and Diversity

Executive Summary 1

Management Action Plan 5

Appendix A – Definitions 11

Audit Sponsor	*Key Contacts*	*Audit team*
David Gunn, Director Organisational Development and HR	*Clare Fraser, Equality, Diversity and Inclusion Manager*	*Elizabeth Young, Director* *Claire Beattie, Audit Manager* *Cara Doyle, Internal Auditor*

Executive Summary

Conclusion

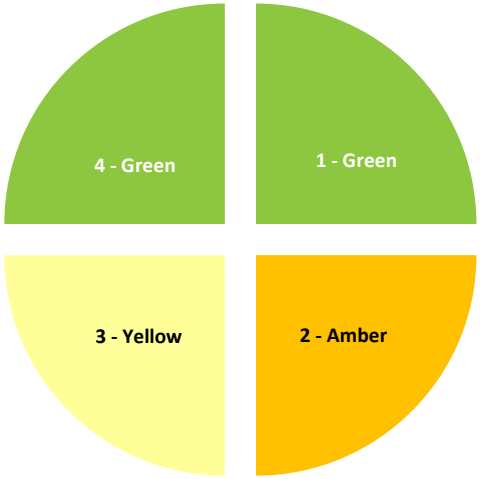
West College Scotland's equality and diversity processes generally reflect good practice and have been appropriately designed. We have identified three areas where the arrangements could be strengthened, one of which is a high risk and requires the College to agree training processes for temporary staff.

Background and scope

On 1 October 2010, the Equalities Act 2010 came into force. The Act reformed and harmonised discrimination law and applies, in part, across the whole of the UK. The Act is supplemented by the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 which detail the requirements placed upon Scottish public sector organisations to demonstrate that they are compliant with the Act.

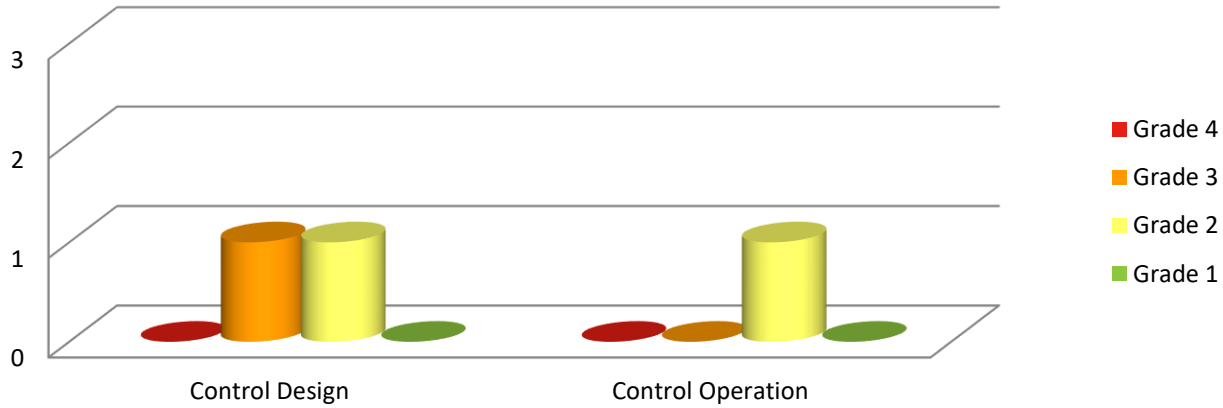
In accordance with the 2019/20 Internal Audit Plan, we have considered the College's mechanisms for promoting staff equality and diversity and embedding these principles throughout the College including setting equality outcomes, implementing actions and ongoing monitoring and reporting.

Control assessment



- 1. The College has compliant equality and diversity policies and procedures in place that are subject to regular review and updating, accessible to all staff and supported by relevant guidance and action plans
- 2. All staff receive appropriate equality and diversity training / instruction and are kept fully aware of their rights and responsibilities according to the Equality Act 2010
- 3. Equality Impact Assessments are completed regularly and appropriate actions taken to improve future performance where required
- 4. An appropriate governance structure is in place to monitor equality and diversity activity

Improvement actions by type and priority



Three improvement actions have been identified from this review, one of which relate to compliance with existing procedures, rather than the design of controls themselves. Two are related to the design of the controls. See Appendix A for definitions of colour coding.

Key findings

Good practice

West College Scotland's procedures reflect good practice in several areas:

- The College has developed a combined Equal Opportunities Policy and Procedure that sets out the College's commitment to ensuring equality of opportunity for all employees. The Equal Opportunities Policy and Procedure is fully aligned with the Equalities Act 2010 and provides staff with an overview of the ten protected characteristics, as set out within the Act. The Equal Opportunities Policy and Procedure is supported by a suite of relevant policies and procedures including Bullying and Harassment, Disability at Work and Recruitment and Selection. We confirmed all College policies and procedures are easily accessible to staff via the College staff intranet.

- The College has an established Equality, Diversity and Inclusion (EDI) Committee and its membership consists of both staff and student representatives from across the College. The Committee meets on a quarterly basis and its purpose, role and responsibilities are clearly set out within the Committee's Terms of Reference. The Committee is responsible for preparing, maintaining and monitoring equality outcomes, including those EDI measures contained within the College's Corporate Plan, the Regional Outcome Agreement and Scottish Government National Outcomes.

- The College has a developed equality impact assessment process that requires the College to consider whether polices could have an adverse impact on people who have a protected characteristic, as set out within the Equalities Act 2010. Where an adverse impact is identified, the College will resolve the matter prior to the policy being approved. For example, reasonable adjustments were made to the College's Travel and Subsistence Policy for the use of private motor vehicles by people with a disability, or people who are assisting those with a disability, following the equality impact assessment.

- Equality impact assessments are approved by the EDI Manager, a dedicated role which specialises in discrimination and equality, thus reducing the risk that the College's polices fail to comply with the Equalities Act 2010.

- In addition to completing policy equality impact assessments, the College also developed an equality impact assessment during the drafting of the Regional Outcome Agreement 2020/21. The College used a range of equality evidence to inform the assessment and the results were used to establish College wide equality priorities.

Areas for improvement

We have identified some areas for improvement that, if addressed, would strengthen the College's control framework. These are as follows:

- The College must ensure all temporary and new members of staff complete mandatory EDI training within an agreed timeframe.

- The College should ensure policies and procedures and the associated equality impact assessments are reviewed and maintained in line with approved review dates.

These are further discussed in the Management Action Plan below.

Impact on risk register

The West College Scotland's strategic risk register (December 2019) included the following risks relevant to this review:

- Risk 10: Failure to embed workforce plan resulting in a lack of appropriate resources and skills being developed to achieve College strategic objectives and outcomes (Risk Score 6, medium).

Our findings have not identified any significant issues with the current risk rating. Strengthening the controls of the EDI mandatory training; ensuring College policies are reviewed within agreed timescales and the routine maintenance of the policy review schedule will help to ensure the risk score remains at a consistent level.

Acknowledgements

We would like to thank all staff consulted during this review for their assistance and co-operation.

Management Action Plan

Control Objective 1: The College has compliant equality and diversity policies and procedures in place that are subject to regular review and updating, accessible to all staff and supported by relevant guidance and action plans

The College has developed a combined Equal Opportunities Policy and Procedure that is fully compliant with the Equality Act 2010 and the document is supported by a suite of College policies and procedures, such as the Disability at Work Policy and the Mental Health and Wellbeing Policy. We confirmed that these policies and procedures were up to date and are available to all staff on the College's intranet.

A biennial statutory Equality Report is published by the College, with the latest being in April 2019. This report includes an update on achievements made since the College developed its Equality Outcomes in 2017 and outlines the areas that it will focus on in the forthcoming period. The next statutory update is due in April 2021. We confirmed during our review that all identified equality actions are captured within action plans, for example there is a Gender Action Plan and British Sign Language Action Plan. The Equality, Diversity and Inclusion (EDI) Committee regularly review and refer to these action plans to ensure progress is being monitored.

The Equality Act also requires all policies to include an Equality Impact Assessment (EQIA), which involves assessing the impact of new or revised policies, practices or services against the requirements of the public sector equality duty. The EQIA should be regularly reviewed and updated in line with the review schedule of each policy. As noted under Management Action Plan 3.1 we have found that a number of College policies and their associated EQIA's have not been reviewed in line with their scheduled review timetable.

Control Objective 2: All staff receive appropriate equality and diversity training / instruction and are kept fully aware of their rights and responsibilities according to the Equality Act 2010

Amber

2.1 EDI training for temporary staff

The College's Equal Opportunities Policy and Procedure requires all staff to undertake equality, diversity and inclusion (EDI) training. Management advised that the EDI training is difficult to deliver to temporary staff due to their hours of work, the part time nature of their work and sometimes short tenure of their role.

The Policy does not specify a minimum length of service for individuals to have with the College before completing the EDI training but during our testing, management explained that due to the difficulties of delivering face to face training to temporary staff, this was not routinely scheduled in the same way as permanent members of staff. The College has attempted to address this difficulty through the use of an on-line EDI training package.

Risk

There is a risk that temporary employees, who may have been working for the College for a period of time, are not being provided with EDI training, increasing the risk of temporary staff not being aware of their rights and responsibilities under the Equality Act 2010. This may result in non-compliance with the Equality Act leading to the reputational damage of the College.

Recommendation

The College has a responsibility to ensure all staff, permanent and temporary, are aware of their roles and responsibilities and to seek compliance with College polices. As a result, the College should ensure that all staff complete EDI mandatory training within a specified time period.

Management Action

Grade 3 (Design)

The College's expectation is that EDI training will be completed within 3 months of starting. The College has developed a programme to assist the HR Department to identify all staff members who have not completed any mandatory training, including EDI. This list will be circulated to College managers on a quarterly basis to request that the manager ensures that the identified staff undertake the required training by a specific date. The Equal Opportunities Policy and Procedure will be updated to reflect this change in practice including escalation routes should the training not be undertaken.

Action owner: Director Organisational Development and HR **Due date:** 31 July 2020

2.2 Completion of Equality, Diversity and Inclusion Training

College staff are required to complete online EDI training during their induction. We tested a sample of seven new starts to verify their completion of the EDI training, but could only obtain evidence of completion by three of these employees.

We also noted that there are no guidelines in place setting out the timescale staff are required to complete the training by, nor could we find any evidence of line managers actively encouraging staff members to complete outstanding EDI training. Management has informed us that the OD Manager has in the past sent out general reminder emails to all staff to remind them to undertake the required training.

Risk

The non-completion of EDI training for new starts, increases the risk of staff not being aware of their rights and responsibilities under the Equality Act 2010. This may result in non-compliance with the Act leading to the reputational damage of the College.

Recommendation

The College must ensure all new members of staff complete mandatory EDI training within an agreed timeframe. Also, line managers should be actively encouraged to monitor the completion of mandatory training by new starts and, where required, follow up uncompleted training areas with the new employee and explain the importance of completing such training.

Management Action

Grade 2 (Design)

The College induction checklist for new staff will be amended to include the mandatory training required by all new staff. The HR new starter procedure will be amended to ensure that the induction checklist is reviewed by the responsible HR Manager. Where there is training outstanding the OD Manager will discuss this with the new starters Line Manager to ensure that all relevant training is undertaken within 6 months of the employees start date. These revisions to the induction procedure will be combined with the actions identified at 2.1 above whereby staff who have not completed the required training are identified on a quarterly basis.

Action owner: Director Organisational Development and HR **Due date:** 31 July 2020

Control Objective 3: Equality Impact Assessments are completed regularly and appropriate actions taken to improve future performance where required

Yellow

3.1 Equality Impact Assessments / Policy review

The Equality Act requires all policies to include an Equality Impact Assessment (EQIA) that involves assessing the impact of new or revised policies, practices or services against the requirements of the public sector equality duty. The EQIA should be regularly reviewed and updated in line with the review schedule of each policy. We confirmed that the College's Equal Opportunities Policy includes the requirement for EQIAs and the College has developed an equality impact assessment template to assist with drafting these. We confirmed that this is being completed and included within all College policies and procedures.

All the College's policies and procedures include a review schedule that captures the Senior Manager responsible for maintaining the policy, the Committee responsible for approving the policy, the date the policy was last approved and the next policy review date. The College has developed a Policy Review Schedule that sets out the current policy review status for all policies and procedures.

We reviewed the Policy Review Schedule and noted that 26 of 94 policies and procedures had not been reviewed in line with the scheduled review dates. These included:

- Two documents scheduled for review in 2016;
- Three documents scheduled for review in 2017;
- Eleven documents scheduled for review in 2018; and
- Ten documents scheduled for review in 2019.

We reviewed a sample of 15 of the 26 overdue policies and found that 3 of these (20%) had been revised however the review schedule had not been updated to record this. This means that the EQIA has also not been refreshed.

Risk

A failure to regularly review and maintain policies and procedures increases the risk of policies and procedures becoming outdated, meaning that those may not reflect current working practices and may also fail to comply with current regulation and legislation requirements. Linked to this is a risk that equality considerations will not be adequately assessed due to the EQIA not being updated to reflect current legislation or changes in working practices.

Recommendation

The College should ensure policies and procedures are reviewed in line with agreed review dates and the Policy Review Schedule should be routinely maintained to accurately reflect the current position of all College policies and procedures, including any approved revised revision dates. This should include refreshing the EQIA to reflect any changes in practice/policy since it was last undertaken. In addition, a senior member of staff should be allocated responsibility for overseeing the review of College policies and procedures to confirm reviews are taking place as expected and valid explanations are received from policy owners where policy reviews have been postponed or delayed.

Management Action

Grade 2 (Operation)

After the audit, management carried out a review that indicated a further eight policies / procedures have been updated and subsequently uploaded onto the College intranet. The College will ensure that the most relevant document is available for staff to reference by uploading it to the intranet as soon as possible after approval.

The Senior Management Team will review the Policy Review Schedule on a quarterly basis to ensure that all relevant policies and procedures are updated / refreshed by their due dates. This process was started at the SMT meeting on 18 February 2020 with the next review due to take place during May 2020 and then quarterly after that.

Action owner: Principal **Due date:** 30 June 2020

Control Objective 4: An appropriate governance structure is in place to monitor equality and diversity activity

Green

No weaknesses identified

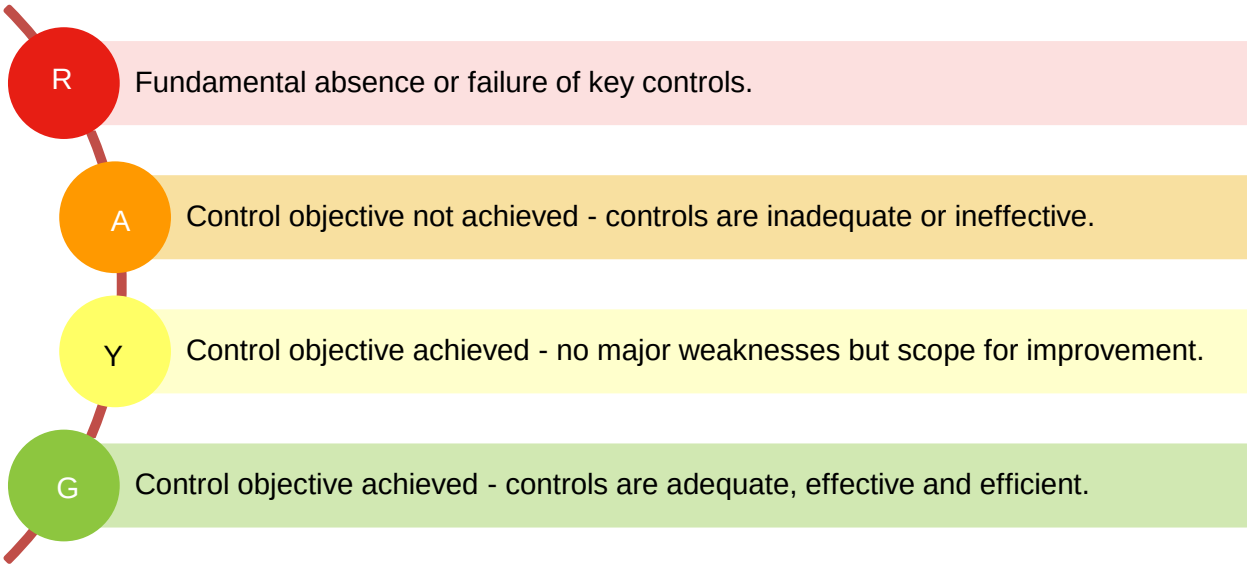
The College has an established Equality, Diversity and Inclusion (EDI) Committee which has representation from both staff and students from across the College, ensuring appropriate input is sought and considered when considering EDI matters. The EDI Committee meets on a quarterly basis and its purpose, role and responsibilities are clearly articulated within its Terms of Reference (ToR). We confirmed that quarterly meetings are being held and we reviewed the meeting agenda and minutes and confirmed that appropriate EDI matters are being discussed, such as accessibility regulations, gender-based violence and sexual orientation.

The EDI Committee reports into the Organisational Development and HR (ODHR) Committee, a sub-committee of the Board of Management that is responsible for reviewing the minutes of the EDI Committee and for overseeing and scrutinising the EDI performance of the College. We confirmed that ODHR Committee are receiving and scrutinising EDI Committee minutes as well as any other ad hoc papers submitted by the EDI Committee. In addition, the ODHR will escalate EDI issues and matters to the Board of Management as required.

We confirmed that there are effective links between the College's EDI Committee and the Board of Management and its Committees, which allows for effective communication of issues arising, with the minutes and matters arising from equality issues being discussed at Board meetings.

Appendix A – Definitions

Control assessments



Management action grades

4	•Very high risk exposure - major concerns requiring immediate senior attention that create fundamental risks within the organisation.
3	•High risk exposure - absence / failure of key controls that create significant risks within the organisation.
2	•Moderate risk exposure - controls are not working effectively and efficiently and may create moderate risks within the organisation.
1	•Limited risk exposure - controls are working effectively, but could be strengthened to prevent the creation of minor risks or address general house-keeping issues.

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Paper No 11

TITLE: IMPLEMENTATION OF WORK PLAN (2019-2024) - ACTION PLAN 2019

Background:
In accordance with the 2016/17 internal audit plan, the College prepared and implemented a Workforce Plan. The Organisational Development and HR Committee asked the Director Organisational Development and HR to keep the Committee informed of the implementation of annual action plans.

Action:
The Committee is asked to seek clarification if required and note the progress made in implementing the action plan for 2019.

Lead:
David Gunn, Director Organisational Development and HR

Status: Open

Implementation of 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
1	4.4	Voluntary Severance	Principal	Short Term and Medium Term	Reduction in credit allocation will require reduction in workforce	Funding provided by SFC	Three phases of Voluntary Severance applications have been implemented and SFC Funds fully utilised. A current Voluntary Severance Scheme has been approved by the SFC and Board of Management.
2	4.4	Restructuring	Principal	Short Term and Medium Term	To reflect changes resulting from VS Scheme	From existing budgets	Realignment of duties has taken place where appropriate to accommodate the acceptance of VS applications. It has not been considered necessary to carry out significant restructuring.
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 and Payroll System were made to facilitate the production of more detailed management reports. Sector/Department Workforce Plans have been completed. Meetings lead by DODHR have taken place during January and February 2020 to agree actions from local Workforce Plans
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 which allows redeployment of teaching staff between Sectors. Whilst the information from those Lecturers that have participated has been fully utilised, a significant number chose not to participate in this voluntary exercise, despite the

	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
							exercise receiving support from the EIS.
5	4.4	Youth Employment Plan	DODHR	Short Term	Provides jobs, work experience and training opportunities for young people aged 16-24	From existing budgets	A Multi- Generational Workforce Strategy has been approved by the Senior Management Team. This will be implemented in line with the College Workforce Plan.
6	4.5	Mental Health and Wellbeing Strategy	DODHR	Short Term	Improve mental health and wellbeing of staff	From existing budgets	An Employee Health and Wellbeing Strategy was approved by the Board on 25 March 2019. An action plan based on seven pillars: Promote Respond; Observe; Support; Practice; Educate:Review (PROSPER) is being implemented with the involvement of trade unions.
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	A Recruitment Plan will be prepared based on information gathered from meetings on Sector/Department Workforce Plans.
8	4.4	Develop a plan to assist with mitigating risks associated with an ageing workforce	DODHR	Short Term	Enable a more focused approach to replacing key staff over a longer period	From existing budgets	The implementation of Multi - Generational Workforce Strategy will be used to mitigate the risks associated with an ageing workforce.
9	4.2	Develop and implement digital training	DODHR	Short Term	Will assist College to implement digital agenda	From existing budgets	The 2019-20 Staff Training Programme contains a range of digital training. A Digital Strategy was approved by the Board on 17 June 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
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	An action from Mental Health and Wellbeing Strategy Is to introduce a plan to address sickness absence issues. This will be discussed by a Working Group including HR staff and trade union representatives. .
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 secure a broader range of roles.	From existing budgets	Equality Audit tool reviewed. New online training procured with module to support Managers. Career progression data analysed and iTrent updated to better support analysis of equality data. Transgender and Domestic Abuse Support Policies implemented. Gender Based Violence training provided to CQLS, Executive Management, Support Services and Operational Managers. Action planning has taken place with Student Association and EDI Manager to improve response and support.

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

Paper No 12

TITLE: MULTI GENERATIONAL WORKFORCE STRATEGY

Background:
Changing demographics, which project a continuously ageing population, have led to workplaces becoming increasingly multi-generational. The Multi- Generational Workforce Strategy addresses the workforce planning challenges that the College must address as a result of the change in demographics.

Action:
The Committee is asked to seek clarification if required and approve the Multi-Generational Workforce Strategy.

Lead:
David Gunn, Director Organisational Development and HR

Status: Open

MULTI-GENERATIONAL WORKFORCE STRATEGY

1. Introduction

Changing demographics, which project a continuously ageing population, have led to workplaces becoming increasingly multi-generational. As more and more of the population continue working into later life, the age difference between oldest and youngest staff can be more than a half century. The change in demographics has coincided with a period of social, economic and technological change, which necessitates a strategic response to managing the multi-generational workforce.

2. Benefits of an age diverse approach

The CIPD Research Report February 2015 "Managing an age - diverse workforce: what employers need to know" states:
"Overall, age diversity is seen as a positive for both the organisation and the individual. There is widespread appreciation that a workplace with only one generation is less effective and is not as enjoyable to work in. While stereotypes of "younger" and "older"workers do exist, and are seen as relevant in some instances, overall employees tend to enjoy working with colleagues of different ages."

The key benefits of age diversity identified by the research were:

- **Knowledge sharing**

Knowledge sharing was identified as a key benefit of an age diverse workforce across both age groups. Employees across the range of ages display an appreciation that colleagues across the mix of ages have different skills and knowledge sets which are valuable both to other colleagues and the organisation as a whole.

- **Different perspectives**

Age diversity is seen to bring to light different perspectives in the workforce, tying in with knowledge sharing in many cases.
Different generations are felt to have varied approaches to work, which bring about new perspectives. Younger groups are sometimes associated with "quick" reactions and thought processes, while older generations are associated with more measured reactions, utilising their experience.
The key challenges of age diversity identified by the research was:

- **Lack of shared interests and values**

While many do not think that there are any real challenges that could be directly associated with age diversity, a lack of shared values and shared interests are two areas where some feel age diversity does play a role. This reflects back to work priorities. Employees across the age groups are not always looking for the same things from their work. For example, while younger employees may treat their job as a stepping stone to other things, for others it is a career and livelihood.

3. National Priorities

While all generations will contribute to a future ready workforce, two generations are particularly important on terms of national priorities. Scottish Government's "A Fairer Scotland for Older People: Framework for Actions" notes the aim to improve workplace practices for older people, and Scotland's youth employment strategy (Developing the Young Workforce) sets out ambitions for employers to build the future workforce.

4. Older Generation

The publication prepared by the European Foundation "Managing an Ageing Workforce - A Guide to Good Practice" states:

"Good practice should be regarded not as a once and for all achievement but as a range of possible interventions, from minor to major, that contribute to promoting the interests of both older workers and organisations. These interventions do not necessarily imply large financial outlays; on the contrary many important changes can be implemented at low cost.

Good practice should be "fit for purpose", that is, cost effective and appropriate. It must be monitored and evaluated to ensure that it is achieving its goal.

Good practice in the management of an ageing workforce consists of both specific measures to combat age barriers, and general HR policies which provide an environment in which each individual is able to achieve his or her potential without being disadvantaged by age."

The College Workforce Plan 2019-2024 requires the College to develop a plan to assist with mitigating risks associated with an ageing workforce.

4.1 The role of the College in managing an ageing workforce

4.2 Workforce Planning

It is essential that managers have a sufficient understanding of the impact that an ageing workforce may have on their area of responsibility. In doing so the college will:

- Ensure that workforce planning is informed by up to date demographic data on the current workforce including projection of age profile (2019-2024)
- Ensure all Managers are involved in workforce planning and understand the impact of workforce demographics on operational planning activities
- Use exit and retirement information to help shape future actions and recruitment

4.3 Employment Policy and Practice

Supporting an ageing workforce requires sound, responsive and flexible HR policy and practice. The college will:

- Ensure policies covering for example flexible working, phased retirement, personal and domestic leave take account of workforce profiling and the need to support an ageing workforce
- Ensure that all policies are monitored and evaluated regularly so that there is equity of access across all age ranges
- Make age awareness training available for all line managers and trade union representatives

4.4 Occupational health, safety and wellbeing

Age affects everyone differently, but research has shown that organisations need to be alive to the potential consequences of more staff working to an older age. This is predicted to mean an increase in the incidence of chronic disease within the workforce with one in three experiencing health challenges such arthritis, type 2 diabetes, cardiac problems. The College will ensure Senior Management have a knowledge of the benefits described within various health and wellbeing reports such a the Boorman report and will consider the occupational health response in light of the ageing workforce. This will include the following response:

- Effective use of occupational health and employee assistance programmes
- Promotion of the Health and Wellbeing Strategy
- Promotion of Healthy Working Lives activities

4.5 Job design and the working environment

An ageing workforce does not automatically mean there will be incapability, but it can mean capability changes. Supporting an ageing workforce to work longer can require changes to the working environment and job design to enable everyone to work effectively and productively as possible. The college will:

- Carry out risk assessments personalised to the member of staff where an individual is experiencing or is likely to experience age related difficulties in undertaking the role. Where necessary make adjustments based on advice from Occupational Health Provider to ensure a safe working environment that takes account of any age-related issues for the individual member of staff

- Provide appropriate ergonomic equipment to take account od an ageing workforce and the cumulative effects of physical work demands that working longer can have
- Have policies in place to support workers, where possible, to either move into new roles or redesign their current role or working pattern if age related issues are making their current job difficult

4.6 Pension education and retirement planning

Studies show that the retention of older staff is enhanced by the provision of sound pension information and support in retirement planning. Contrary to popular belief, it is not forbidden to enquire about a staff members retirement plans, but such enquiries need to be handled tactfully in an environment where they cannot be misinterpreted as a wish for someone to leave. The college will:

- Notify staff of contacts to receive advice from pension providers
- Encourage managers to discuss retirement planning tactfully in one to one meetings and Continuing Professional Development Review meetings
- Provide access to retirement planning courses
- Promote phased retirement opportunities where possible and appropriate and recognise the benefit of doing so for the college and the staff

4.7 Learning and Development

In order for older staff to work safely, effectively and productively it is essential that they have access to appropriate learning and development so that they can keep their skills, knowledge and competencies up to date. The college will:

- Make sure that appropriate learning and development is offered to staff of all ages through the annual training programme and CPDR meetings
- Monitor and evaluate the take up of learning and development by age and occupational group and follow up as required

4.8 Staff experience

To be able to develop a thorough and effective age management strategy, employers need to understand fully the experience and engagement of their staff across all age ranges. The college will:

- Commit to analysing internal surveys by age and occupational group and plan accordingly where disparity of experience is found

- Support the development of dedicated staff networks such as for older staff, carers and those with disabilities
- Utilise mentoring techniques and approaches which supports knowledge and experience exchange both from older staff in mentoring and training roles to pass on their experience to younger staff, as well as reverse mentoring where senior staff can benefit from the experience and ideas of younger staff members.

5 Younger Generation

An ageing workforce, with projected increases in the number of potential retirals over the next 10-20 years, means that West College Scotland must now prioritise the attraction, recruitment and retention of young people to create the future workforce required for a Regional College.

We need to be seen as the employer of choice for young people to enter and remain in the workforce.

To fulfil our duties, both as an employer and as an organisation with social responsibilities we must prioritise and commit to employing young people.

An action from the College Workforce Plan 2019-2024 is to prepare a Youth Employment Plan to reflect the changing demographics of the workforce.

5.1 Strategic Drivers

Scotland's Youth Employment Strategy (Developing the Young Workforce, Scottish Government 2014) sets out ambitions for employers including the need for:

- Young people to access more vocational options in S4, S5 and S6
- Stronger partnership between employers and education
- Public Sector employers to actively engage in this agenda

5.2 Strategic Framework Commitments

The College is well placed to engage with this agenda both as an employer and through delivery of education.

By 2021 we will:

- Identify a named person with responsibility for supporting youth employment in the College
- Increase the number of young people employed and retained by the College
- Develop young people in our workforce through staff development, support networks and mentoring activities
- Include statements about youth employment in our People Strategy
- Raise awareness of College Sector career and job opportunities to ensure young people are aware of the range of these and how they can be accessed

5.3 Youth Employment Programmes

5.3.1 Apprenticeship Family

Foundation, Modern and Graduate Apprenticeships provide a mechanism for us to build a talent pipeline to recruit, train and retain new employees, particularly those aged 16-24 years. Apprenticeships develop their knowledge and skills on the job and gain nationally recognised qualifications.

The intention of recruiting apprentices would be to enable them to apply for a permanent post on successful completion of their apprenticeship if a suitable vacancy exists at that time.

5.3.2 Schools Work Experience Programme

A comprehensive schools engagement programme and school work placements are core activities which inform important career related choices for school aged pupils while introducing the world of work.

5.3.3 Development Placements and Internships

The purpose of these programmes would be to enable newly qualified, or almost qualified, young people who have not as yet secured permanent employment to consolidate their training and skills when undertaking practical and valuable workplace projects which benefits both the individual and the College.

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OD&HR Committee
17.03.20
Paper 13

TITLE: **REPORTS FROM SUB-COMMITTEES**

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

1. **LJCNC Lecturing:**
   a. 20 June 2019
   b. 11 September 2019
   c. 9 October 2019
   d. 12 December 2019

2. **LJCNC Support:**
   a. 11 September 2019
   b. 9 October 2019
   c. 12 December 2019

3. **EDI**:
   a. 26 September 2019
   b. 5 December 2019

4. **Health & Safety**
   a. 29 May 2019
   b. 2 October 2019
   c. 4 December 2019
   d. 19 February 2020

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

Lead: David Gunn, Director Organisational Development and HR

Status: Open

Minutes of the Local Joint Consultative & Negotiating Committee for Lecturing Staff (LJCNCL) held at Paisley Campus on 20th June 2019

Present:

Liz Connolly	Chair
Stephanie Graham	Vice Principal Educational Leadership
David Gunn	Director Organisational Development & HR
John Kelly	EIS
Eugene Crummie	EIS

Apologies: D Alexander

Abbreviations used: MS – Management Side SS – Staff Side

Action		Responsibility
1	**Minutes of previous meetings held on 17th May 2019** The minutes were agreed as an accurate record of the meeting.	
2	**Actions from Minutes**	
2.1	**Sickness Cover Procedures** It was agreed that the legacy and current cover arrangements would be summarised for staff information.	DG
2.2	**Issues raised in relation to IV** It was agreed that a further meeting would be arranged with Cathy MacNab.	EC/PN
2.3	**Option to introduce "Defer" mark to register** To be followed up in new academic session.	SG
2.4	**Implementation of National Conditions** D Gunn stated that proposals relating to implementation of annual leave provision in November 2017 Agreement, had been agreed with EIS and issued to the relevant teaching staff.	
2.5	**Job Matching / Promoted Posts** J Kelly to respond to management proposals relating to CELs and QELs.	JK
2.6	**Workshop Stewards** S Graham stated that this was now being taken forward by Rob Aitken, Assistant Principal.	
2.7	**TQFE** D Gunn issued a written TQFE update prepared by Gary McIntyre, Organisational Development Manager. The College was in a position to fund and support 10 teaching staff on TQFE programme for 2019/20, provided by the University of Dundee. He explained that there are currently 62 permanent teaching staff on the TQFE waiting list.	

Action		Responsibility
	A total of 28 staff meet the TQFE entry requirements. For the staff who do not currently meet the TQFE entry requirements, there is an option for them to complete a single Higher National Unit: Essential Academic Skills, along with the City and Guilds Professional Recognition Award at Level 4 in Learning and Development. On completion of these two programmes, the University of Dundee would accept that these staff have met the TQFE entry requirement. The Educational Leadership Team are currently investigating how these units can be delivered within the College and agreeing resources to support these units. It is anticipated that a cohort of 12 staff would be able to commence this programme during the next academic session.	
2.8	**Conservation of Salary – National Bargaining** J Kelly stated that D Alexander had provided clarification to him on conservation of salary.	
2.9	**Rights of Lecturers placed in vulnerable situations** S Graham stated that there was a draft Student Disciplinary Code of Practice being prepared. S Graham stated that this would be circulated for feedback.	SG
2.10	**Skype – use of web cams** S Graham stated that she had followed up on the feedback provided on system used in Abercorn Lecture Theatre.	
2.11	**Issues raised in respect of Fixed Term Contracts** D Gunn stated that he had investigated the issues raised and met with Garry Ross.	
2.12	**Open Day – Greenock campus** S Graham stated that there had been a mixed response from staff to this option but it would probably go ahead.	
2.13	**Car Parking Policy** Further information was required on the assertion that staff were reserving car parking spaces at Clydebank campus and the Waterfront campus.	MG
3	**Funding Update** L Connolly stated that the funding had been confirmed at the levels anticipated. There had been a marginal reduction in credits. L Connolly stated that D Alexander and A Ritchie had given a presentation on the Budget 2019/20 to the Board of Management meeting on 17 June. This included plans to address a funding gap of £1.3m L Connolly stated that the 5 year financial forecast required by the SFC had been based on the same assumptions as the previous year.	

Action		Responsibility
4	**Implementation of National Pay Agreement** D Gunn stated that this would be processed in the July payroll.	
5	**Implementation of Terms and Conditions Agreement** J Kelly stated that it was important that there was a joint understanding of the Terms and Conditions Agreement. He proposed arranging a meeting to follow up on this. D Gunn stated that he would be happy to meet with EIS representatives on this matter.	DG/JK
6	**Appointment of Assessors** J Kelly stated that Lecturing staff in Construction were concerned about the recruitment of Assessors in respect of the impact on their role. L Connolly stated that SQA changes required for the award of a VQ, included a work based assessment of trainees. This was required for release of funding. S Graham stated that this was in addition to the current workload of lecturers. It was an additional requirement for all Colleges. An assessment of portfolios had to be completed, hence the need for additional Assessors. S Graham stated that it was a concern for the College because of the additional cost but was an SQA requirement. S Graham stated that there was also an anticipated requirement for Assessors in Engineering because of additional VQ provision and more lecturers would be required to provide under pinning knowledge. Once again, this was in addition to the existing workload. S Graham stated that there had been an increased demand for construction courses in Greenock campus. This had resulted in additional classes.	
7	**Proposed meeting dates 2019/20** The dates for committee meetings during 2019/20 were noted.	
8	**AOCB**	
8.1	**National Agreement** J Kelly stated that reference to “work of equal value” had been included in the beginning of the National Agreement. This had been a condition in respect of acceptance of the Agreement. J Kelly asked for an explanation for inclusion of this wording. L Connolly stated that she would need to look at wording and get some feedback from D Alexander.	LC
8.2	**Outstanding Results** S Graham issued an update on the input outstanding student results. It had been agreed that the College would remain open on the Friday afternoon of that week to allow lecturers to input student results. A communication on this basis would be issued to staff.	

Action		Responsibility
8.3	**GTCS Accreditation** D Gunn stated that following a half day visit to the College, GTCS accreditation had been obtained. This had involved a meeting with Senior Managers, Heads, CQL'S and teaching staff.	
9	**Date of Next Meeting** Wednesday 11th September, 1pm Greenock campus	

Signatures
Minutes of JCNCL Meeting: 20th June 2019, Paisley Campus

Joint Secretary (MS) _____ Date:

Joint Secretary (SS) _____ Date:

Minutes of the Local Joint Consultative & Negotiating Committee for Lecturing Staff (LJCNCL) held at Greenock Campus on 11th September 2019

Present:

Liz Connolly	Chair
Stephanie Graham	Vice Principal Educational Leadership
David Gunn	Director Organisational Development & HR
Iain Forster-Smith	Assistant Principal Student Life and Skills
John Kelly	EIS
Mark Gillan	EIS
Garry Ross	EIS
John Lacey	EIS
P Nelson	EIS

Apologies: D Alexander

Abbreviations used: MS – Management Side SS – Staff Side

Action		Responsibility
	L Connolly stated that a hearing loop was available as per correspondence from Committee members with D Gunn.	
1	**Minutes of previous meetings held on 20th June 2019** The minutes were agreed as an accurate record of the meeting.	
2	**Actions from Minutes**	
2.1	**Sickness Cover Procedures** It was agreed that legacy and current cover arrangements would be summarised for staff information.	DG
2.2	**Issues raised in relation to IV** P Nelson stated that the EIS were going to arrange a meeting with Cathy MacNab.	PN/EC
2.3	**Option to introduce "Defer" mark to register** To be followed up	SG
2.4	**Job Matching / Promoted Posts** J Kelly to respond to management proposals relating to CELs and QELs.	JK
2.5	**Workshop Stewards** S Graham stated that R Aitken was carrying out a review to ensure posts were in the right place following organisational changes to Sectors. There was no funding for additional posts. G Ross stated that it would be helpful if R Aitken could involve lecturers in his review of staffing. S Graham stated that this was a reasonable suggestion as long as it did not raise expectations of additional staffing.	

DRAFT

Action		Responsibility
2.6	**Update of TQFE** D Gunn stated that the information requested had been provided. It was particularly encouraging that as a result of discussions at the LJCNCL, the University of Dundee had accepted a member of staff based on their breadth of teaching experience rather than minimum teaching qualifications.	
2.7	**Rights of Lecturers placed in vulnerable situations** S Graham stated that the Students Association were launching a Student Behaviour Framework. Work had not progressed on changes to the Student Behaviour Policy and Procedure but feedback would be sought from staff and their representatives. J Lacey asked about the process for dealing with disciplinary issues involving school pupils. S Graham stated that there was a different code of conduct agreed with Local Authorities. I Forster-Smith stated that individual schools applied the code of practice rather that the College.	
2.8	**Reserved car parking spaces** M Gillan stated that he had tried to get more information but had not managed to do so. He stated that it was also about the lack of car parking spaces when lecturers were moving between campuses. He explained that there used to be staff only parking in the Finnart Street car park. L Connolly stated that this was still the case but noted that improvements were being made at Clydebank campus in terms of access for students and staff walking to and from the railway station. L Connolly stated that there was a finite amount of parking spaces but they would continue to monitor parking.	
2.9	J Kelly referred to the query about why "work of equal value" had been included in the beginning of the National Agreement. He had asked for an explanation for inclusion of the wording. L Connolly stated that the College would get some feedback from David Alexander on this.	DA
3	**Funding Update** L Connolly stated that the funding had been as previously reported by D Alexander at the May meeting. S Graham stated that an audit of credits was being undertaken but the indications were that the College would achieve its student activity targets for last session. L Connolly stated that this was important as failure to do so, would have resulted in a financial clawback of funding.	
4	**Staff Survey** D Gunn stated that the College intended carrying out another staff survey. The survey questions would be similar to those used in the previous staff	

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survey in May 2016 in order to provide a comparison. The Survey Monkey on line tool would be used.

5 May Day holiday 2020

D Gunn stated that the May Day holiday would be moved from Monday 4 May 2020 to Friday 8 May 2020 to commemorate the 75th Anniversary of VE Day.

He explained that most Local Authorities in the West Region had now made the change and the College calendar would be amended likewise to ensure alignment with schools.

D Gunn stated that a staff announcement would be made to this effect. DG

6 Greenock campus

L Connolly stated that she was aware that a petition was being circulated "to save Greenock campus" and staff had been invited to a meeting with Inverclyde Councillors. As no specific contact had been made with her or the Board, she wanted to understand the issues being raised in relation to Greenock campus.

L Connolly stated that she had addressed some of the concerns about Greenock campus in an interview with the Greenock Telegraph. She was however, keen to have a full understanding of the underlying issues.

M Gillan stated that there were a number of concerns, including the name of the campus which had no reference to James Watt, reduction in student numbers, morale was extremely low among his members, there was a great deal of fear about downsizing the Campus, combined with the poor state of the building.

M Gillan stated that staff were concerned about reference in the Local Development Plan to the use of land at the India Dock for non educational use.

M Gillan stated his members wanted a plan of action to be put in place.

M Gillan stated that all local people referred to the College as James Watt College.

L Connolly stated that the clarification was helpful. She had not worked in the College pre merger but a consultation process with staff, students and stakeholders had decided by a majority (56% / 44%) not to retain legacy names as WCS was a new educational institution.

L Connolly stated that she had tried to keep all staff updated at her staff sessions on the Local Development Plan in Inverclyde. Also, that the Scottish Government Reporter had accepted the view of Inverclyde Council that the India Dock site should not be designated for educational use.

L Connolly stated that the College had met with Inverclyde Council officials. The Council had provided a dozen or so sites available for a College new build, but none of them met the criteria for location, size, parking, transport links etc.

L Connolly stated that another option which could be taken forward was to consider the India Dock site for a College building on the basis of the benefits to economic growth in the geographical area. This would require a full planning application which was an expensive process. This would

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not go ahead unless there was a reasonable chance of a successful planning application.

L Connolly stated that she could not guarantee progress would be made on this basis as it was not in the gift of the College but the SMT would do all that could be done to ensure Inverclyde had a new campus fit for purpose.

L Connolly stated that the SFC would want guarantees from Inverclyde Council about a suitable site before committing to a full business case which would cost over £1m.

J Kelly stated that the Council had been keen on having flats at the Waterfront for over a decade. He asked what had changed.

L Connolly stated that it seemed there was no interest from property developers to build houses.

J Kelly asked if there was a time frame.

L Connolly stated that it would only be a guess, but other Colleges had a 3 -5 year build period.

S Graham stated that the change of name had not been mentioned for several years. Management shared the same concerns as staff about student numbers. She explained that the College had to meet student activity targets in terms of SFC credits allocations. It made no sense for management to downsize curriculum provision in Greenock Campus as reported in the Greenock Telegraph. S Graham stated that the College had student activity targets to achieve and spare teaching space at Greenock campus. It was however, the case that Inverclyde had the biggest demographic reduction in the UK. There had been a 13% reduction in 18-21 year olds since merger.

S Graham stated that the main issue facing Greenock campus was demographic changes. Also, young people were staying at school for their 5th and 6th year when a significant number had previously come to the College for these years.

S Graham stated young people were also going into apprenticeships. The College had to reach out to young people with courses that they would be attracted to and attract an older age group. There was a need to constantly review the portfolio of courses which had to be more flexible with learning taking place in different ways.

S Graham stated that they had to work together to address the problems with student recruitment and particularly through staff involvement in Portfolio Reviews.

S Graham stated that Creative Industries in Greenock campus had exemplified the need to successfully change course provision and attract students into broader FE courses, protecting subject choice.

S Graham stated that the College still had much of the breadth of curriculum provision available as previously and courses were only removed when they did not recruit students.

L Connolly stated that this applied to all campuses.

J Kelly stated that there was concern about sector wide provision of FE courses that would lead to jobs

S Gorman stated that from SFC figures, it seemed that 800 Inverclyde students had gone to Colleges out with the area.

DRAFT

S Graham stated that it was very difficult to determine the reasons for students going to other Colleges or other campuses. The College had carried out some research with our own students but there was no pattern or consistent reasons why other campuses were chosen.
L Connolly stated that the SFC required the College to provide education within the West Region, primarily for west region students.
M Gillan stated that there had been changes in the West Region since the consultation on the College name change had taken place.
Locals had found out that the James Watt name had been removed.
S Graham stated that James Watt College, like other legacy Colleges, had good and bad reputations for provision of courses previously depending on who you spoke to. It was however, important to build a future for WCS on the significant successes.
M Gillan stated that staff he represented needed to have a plan of action that addressed all the issues. Staff morale was low and they needed to sit down and come up with a plan of action.
L Connolly stated that it was important all decisions were based on evidence.
J Kelly stated that it would be helpful to meet to discuss some of the issues raised by staff.
L Connolly stated that she would be organising Staff Sessions and any feedback would be welcome.

7 GTCS Professional registration and observation of learning

J Kelly stated that 2 sub committees were meeting to take forward proposals for implementing this part of the National Agreement.

8 Training on NWPA

J Kelly stated that it would be helpful to arrange a training session for representatives. D Gunn stated that he would support this type of initiative.

9. Teaching and working conditions at Clydebank Campus

P Nelson stated that there had to be some sort of review as staff rooms were very hot.
J Kelly stated that there were similar issues in the Renfrew North building.
L Connolly stated that there had to be a discussion with the Estates department.

10. Bank Lecturing recruitment process

J Kelly stated that an issue had been raised by E Crummie about the time taken to recruit Bank Staff.
It was agreed that the agenda item should be brought forward to next meeting. EC

11. Quiet space for staff / staff area

P Nelson stated that there were no quiet places for staff.
L Connolly stated that this would need to be discussed with Estates.
M Gillan stated that there used to be all staff areas to meet.

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Action **Responsibility**

12. Save The Planet International Day

J Kelly stated that this event was taking place on Friday 20 September. Some Colleges were allowing students to attend without individuals being marked absent. He asked that WCS should adopt this approach.
After discussion, it was agreed that the College would adopt this approach and S Graham agreed to prepare a communication for teaching staff and students. SG

13 AOCB

13.1 Transfer to permanency

G Ross asked if staff were considered for permanent hours every 2 years.
S Graham stated that this was the case, based on a 2 year cycle.

14 Date of Next Meeting

Date	Location
Wednesday 9th October 2019	Paisley Campus (Abercorn 2)
Wed 13th November 2019	Clydebank Campus (Cunard Suite) 10.00am /11.30am
Thursday 12th December 2019	Greenock Campus (Ardgowan 4)

Signatures
Minutes of JCNCL Meeting: 11th September 2019, Greenock Campus

Joint Secretary (MS) _____ Date:

Joint Secretary (SS) _____ Date:

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Minutes of the Local Joint Consultative & Negotiating Committee for Lecturing Staff (LJCNCL) held at Paisley Campus on 9th October 2019

Present:

Liz Connolly	Chair
Stephanie Graham	Vice Principal Educational Leadership
David Alexander	Vice Principal: Operations
Sara Rae	Assistant Principal: Enterprise and Skills
David Gunn	Director Organisational Development & HR
Garry Ross	EIS
John Kelly	EIS
Eugene Crummie	EIS
Stuart Gorman	EIS
Pauline Nelson	EIS
Paul Connor	EIS

Abbreviations used: MS – Management Side SS – Staff Side

Action		Responsibility
1	**Minutes of previous meetings held on 11th September 2019** The minutes were agreed as an accurate record of the meeting subject to some small amendments.	
2	**Actions from Minutes**	
2.1	**Sickness Cover Procedures** D Gunn had forwarded a draft document to J Kelly who will respond in writing with any feedback.	JK
2.2	**Issues raised in relation to IV** Meeting with Cathy MacNab and EIS representatives to take place on 31st October 2019.	
2.3	**Option to introduce "Defer" mark to register** To be followed up	SG
2.4	**Job Matching / Promoted Posts** J Kelly to respond to management proposals relating to CELs and QELs	JK
2.5	**Workshop Stewards** S Graham stated that the review referred to in the previous minutes was ongoing. G Ross stated that it had been discussed at a Portfolio Review.	SG
2.6	**Rights of Lecturers placed in vulnerable situations** S Graham stated that work had not progressed on changes to the Student Disciplinary Code of Practice but this exercise would take place in due course. EIS representatives would be invited to be involved. J Kelly stated that the EIS still had concerns. E Crummie stated that there were situations involving students whereby the lecturer did not know what to do in terms of the Procedures to follow.	

Action		Responsibility
	D Gunn stated that if this involved disruptive students, there was a Violence and Aggression at Work Procedure. This was supported by an online training course.	
	It was agreed that D Gunn would meet with EIS representatives to discuss the use of relevant procedures.	DG
	L Connolly stated that staff should also be reminded of the online training.	DG
2.7	**Reserved car parking spaces**	
	J Kelly asked that this matter be carried over to next meeting.	
2.8	**NWPA**	
	J Kelly stated that this referred to "work of equal value". As discussed at the previous meeting, this wording was part of the National Agreement reached between the EIS and College sector management.	
	J Kelly stated that given this wording he had raised the matter of evening class rates and he had written to D Gunn on this basis.	
	D Gunn stated that he was in receipt of the correspondence and would respond in due course.	DG
	S Graham stated that the only difference in the pay rates for evening class lecturers was the percentage of preparation time which reflected their duties, and these did not involve the same daytime activities such as attending curriculum related meetings, supporting students out of class and contributing to team activities.	
	J Kelly asked D Alexander if he had any further thoughts on the context/background on the wording "*work of equal value*" being inserted in the National Agreement.	
	D Alexander stated that this wording had been agreed by both sides involved in national negotiations, and he had no further context/background to add, and that ensuring equality was something that the College had to commit to as an employer anyway.	
2.9	**May Day holiday**	
	D Gunn stated that he had written to all staff notifying them of the change.	
2.10	**Training on NWPA**	
	J Kelly stated that training for representatives had been arranged on 26th November.	
	D Gunn agreed to attend the training session.	
2.11	**Bank Lecturing Roles**	
	E Crummie stated that having been involved in the recruitment of Bank Staff, the process seemed to be "clunky", in that there were delays in appointing staff.	
	E Crummie stated that the process was slow and not working in all cases.	
	D Gunn stated that he was not aware of any specific issues but the College had to complete HR processes including PVG checks before appointing staff.	
	D Gunn stated that he had a monthly meeting with HR Managers the following day and would raise this matter with them.	DG

Action		Responsibility
2.12	**Save the Planet International Day** S Graham stated that she had sent a communication to teaching staff and students. J Kelly stated that it seemed appropriate for College staff and students to be involved in further activities of this type. S Graham stated that it should involve the Student's Association. J Kelly stated that he had meetings planned with the Students Association and would feedback on any discussions.	JK
2.13	**Teaching and Working Conditions at Clydebank campus** D Alexander stated that he needed to understand the Estates issues that were being raised. P Nelson stated that it was about the fundamental unsuitability of the accommodation in terms of overcrowding, heating and furniture. J Kelly stated that staff using the accommodation would be able to come up with suggestions on how to resolve some of the issues. J Kelly stated that he did not care who the meeting was held with but the issues had to be addressed to ensure the delivery of education to students. L Connolly stated that it was important to gather as much evidence as possible before arranging a meeting. J Kelly stated that similar problems existed in the classrooms in the Renfrew North Building as there were no temperature controls. L Connolly stated that it would be helpful if there was collective scoping out of the problems in order to ensure conditions for students were as good as they can be.	SS
3	**Funding Update** D Alexander stated that there was nothing further to add to the previous update. The Spending Review for the next financial year would take place in the coming months. D Alexander stated that the Scottish Government had indicated that existing budgets might need to be varied depending on the outcome of Brexit.	
4	**Room Usage Problems with Construction Sector at Paisley campus** J Kelly stated that this issue had been raised at the Committee before and was now being raised as a collective grievance. The Construction staff had serious concerns about the difficulties in finding teaching rooms at Paisley campus. J Kelly stated that staff advised they had not been consulted about a proposal to move groups of students for Brickwork to Greenock Campus using a bus. They doubted if this would be acceptable to the CITB who may move students to another College in Glasgow. J Kelly raised the possibility of using the first floor of the Oakshaw building for classrooms. L Connolly stated the Heads of Sector had done a piece of work on timetabling before the summer holidays.	

Action		Responsibility
	It was advised that all classes had been accommodated at that time but some classes had not been put on the system. L Connolly stated that she understood the challenges for staff and the student experience. A solution would need to be found if there was an issue with the availability of rooms. J Kelly stated that the Construction classes had been allocated rooms at the beginning of session but then had not been able to access them as others were using them. S Graham stated that this should not have happened and had resulted from a historic view of ownership of rooms by some Sectors. G Ross stated that certain rooms had to be used for teaching of certain disciplines including those he taught. L Connolly accepted that certain disciplines needed dedicated space and that a solution needed to be found. S Graham stated that the Heads had done a good job with the information available at that time but it would be helpful to involve key volunteer CQLs in this exercise going forward. D Alexander stated that rooms were not fully utilised. This was based on a number of years of survey data which was consistent over that period. J Kelly stated that he doubted that the survey data was accurate. D Alexander stated that the data methodology was consistent with SFC requirements and whilst not 100% accurate was based on a consistent approach over 5 years. E Crummie stated that dada had been collected from his class during a tea break. He had concerns about the way the data had been collected. D Alexander stated that the data was not perfect because it was collected at a point in time but he believed overall the data was providing a consistent pattern – there would always be instances such as those outlined by E. Crummie which would occur a survey was taken - but the data provided evidence that there was room availability overall. D Alexander also stated that there was a need to move to using registers as a basis for reviewing room utilisation and that this would require timeous completion and entry of registers into the College system. J Kelly stated that if there was underutilisation of rooms, they should be allocated to Construction classes. L Connolly stated that the College was committed to finding a solution to the room allocation for Construction courses. It was agreed that the issue of understanding room availability and finding accommodation to meet need within Construction, would be progressed out with the meeting in order to find a solution.	SG
5	**Mental Health Awareness Update** E Crummie stated that he had met with Kirsty McEwan in her role as Student Wellbeing Advisor and they had a very good discussion. It was agreed the NC Photography course would be used as a pilot for a workshop on anxiety awareness. S Graham stated that the College was aware that Kirsty McEwan had made a huge impact in her role and it was good to get this positive feedback. P Nelson referred to a Fit for Study Procedure that was being considered.	

Action		Responsibility
	S Graham stated that this was considered as a supportive initiative to assist students and ensuring they were able to undertake their course at a point in time.	
	S Graham would find out if this was still being planned.	SG
	S Graham stated that the FE/HE sector had been allocated additional funding for employment of Student Counsellors.	
	L Connolly stated that the offer of grant still had to be issued but the Scottish Government had guaranteed each institution would get at least one additional Counsellor.	
	E Crummie stated that assistance with a student mental health issue had been provided by a Mental Health First Aider He was unaware of the use of Mental Health First Aiders.	
	D Gunn stated that Joe Rafferty had provided a note to support staff trade unions on the role of Mental Health First Aiders and would ask Joe Rafferty to circulate this note.	DG
	E Crummie stated that there had previously been discussions about convening a Mental health Working Group.	
6	**Healthy Working Lives**	
	J Kelly stated that there were no gym facilities on all campuses. Don McGovern had been appointed as an EIS Health and Safety representative and was interested in determining if the College could make arrangement to access gyms out with the College.	
	D Gunn stated that he would refer this query to the College Healthy Working Lives Committee.	DG
7	**Menopause in the Workplace**	
	P Nelson stated that this was a significant health issue and circulated EIS guidelines on Menopause in the Workplace.	
	D Gunn stated that Joe Rafferty and Gary McIntyre had been looking at initiatives to support Menopause in the Workplace.	
	It was agreed that P Nelson would meet with J Raffety.	DG
8	**Greenock campus – 10 Point Plan**	
	L Connolly stated that paperwork outlining a ’10 point plan’ for Greenock – signed by three trade union representatives – with 2 of these being M. Gillan and S Gorman of the EIS - had been delivered on Monday to an SMT PA for distribution to the Board of Management and SMT.	
	L Connolly stated that it would be helpful to understand the background to the 10 Point Plan and the status of the document as the covering letter referred to submission by these trade union representatives.	
	S Gorman stated that there had been discussion with Greenock staff and the proposals had been prepared for discussion.	
	L Connolly stated that the submission had been discussed at the College Board meeting on Monday night. The Board had asked the Executive to engage with trade union officials on this document in accordance with the normal consultative arrangements.	LC
	J Kelly welcomed this approach and advised that he would be happy to be involved along with other Branch officials.	

Action **Responsibility**

L Connolly stated that it was also proposed to involve the Student President who was from Greenock.
J Kelly stated that this was a good idea.

9 AOCB

9.1 Remission from Class Contact – TQFE

G Ross stated that clarification was required as some staff were only getting 3 hours remission per week.
S Graham stated that staff had been allocated 150 hours during the academic session and this was not required to be allocated on a weekly basis.
G Ross stated that the course completion dated was the end of March.
S Graham stated that she was unaware that the course ended in March.
D Gunn agreed to obtain clarification. DG

9.2 Access to IT Equipment

G Ross stated that a permanent, part time member of teaching staff had been told by the IT department that they had to return their laptop on a Friday and could not get it back until 8.30am on a Monday.
D Alexander asked that the specific details be sent to him. GR

14 Date of Next Meeting

Date	Location
Thursday 12th December 2019	Greenock Campus (Ardgowan 4)
Wednesday 22nd January 2020	Clydebank Campus (Cunard Suite)
Wednesday 26th February 2020	Paisley Campus (Abercorn Room 2)

Signatures
Minutes of JCNCL Meeting: 9th October 2019, Paisley Campus

Joint Secretary (MS) _____ Date:

Joint Secretary (SS) _____ Date:

Minutes of the Local Joint Consultative & Negotiating Committee for Lecturing Staff (LJCNCL) held at Paisley Campus on 12th December 2019

Present:

Liz Connolly	Chair
Stephanie Graham	Vice Principal Educational Leadership
David Gunn	Director Organisational Development & HR
Mark Gillan	EIS
Eugene Crummie	EIS
Stuart Gorman	EIS
Pauline Nelson	EIS

Apologies: D Alexander, J Kelly, G Ross

Abbreviations used: MS – Management Side SS – Staff Side

Action		Action
1	**Minutes of previous meetings held on 9th October 2019** The minutes were agreed as an accurate record of the meeting subject to some small amendments.	
2	**Actions from Minutes**	
2.1	**Sickness Cover Procedures** J Kelly had provided feedback on a summary of legacy sickness cover arrangements prepared by D Gunn. D Gunn to consider feedback and respond to J Kelly.	DG
2.2	**Internal Verification** P Nelson stated that a meeting had taken place on 31st October 2019 with Cathy MacNab and they were taking forward actions.	
2.3	**Option to introduce "Defer" mark to register** S Graham stated that this still had to be discussed at the ELT.	SG
2.4	**Job Matching / Promoted Posts** S Graham stated that it had been decided not to take forward the proposals relating to CEL & QELs at this time. They could however, be brought back at a later date.	
2.5	**Workshop Stewards** S Graham stated that work was continuing on the review. Management were also going to appoint a Student Placement in this area which would provide work experience for the individual as well as additional workshop support.	SG
2.6	**Rights of Lecturers placed in vulnerable situations** D Gunn stated that he still had to meet with EIS representatives to discuss the use of relevant procedures. He would also send a reminder to staff about online training.	DG

Action		Action
2.7	**Reserved car parking spaces** M Gillan stated that there was not enough car parking in Clydebank campus. Staff travelling on a cross campus basis were finding that car parks were full up. M Gillan asked if teaching staff could be allocated spaces if travelling cross campus. S Graham stated that she did not think this would work. Students would probably park in the reserved car park spaces because of their need to also get to classes on time. S Graham stated that CQLs should timetable staff to ensure travel between campuses was kept to a minimum. L Connolly stated that designated spaces for senior managers had been removed at merger.	
2.8	**Training on NWPA** D Gunn stated that he had attended the EIS Representative training session on 26th November 2019. It had been a worthwhile session.	
2.9	**Bank Lecturing Recruitment Process** D Gunn stated that he had discussed the issues raised about the Bank Lecturing recruitment process with the HR Managers. They had told him that there were no specific issues with the recruitment of Bank Lecturing staff that had been brought to their attention. E Crummie stated that he found the interviewing process laborious. D Gunn stated that the interviewing process had to be structured to ensure appointments were made in accordance with the requirements of the employee specification and relevant legislation. D Gunn stated that the intention was to be proactive and recruit individuals to a bank to provide cover for absences when required. P Nelson asked if individuals could be kept in the bank longer than 12 months. D Gunn stated that he would look into this. M Gillan stated the intention should be to use as many people in the bank as possible.	DG
2.10	**Save the Planet International Day** Feedback required from J Kelly on his meeting with Student Association.	JK
2.11	**Room Usage Problems with Construction Sector at Paisley Campus** S Graham stated that Heads of Sector had been taking responsibility for the allocation of class rooms for this session. For next session, the SMT were intending to allocate specific classrooms to curriculum areas in accordance with the size of the curriculum. A certain number of generic rooms would still be available but classroom 'ownership' would be for the curriculum areas and they would be expected to fully timetable these rooms before accessing generic rooms. The review of space would be carried out annually and space reallocated in accordance with curriculum demand. S Graham stated that there were particular difficulties allocating teaching space at Paisley campus but the same process would apply. S Graham stated that Construction classes had been allocated some specific rooms as a temporary solution for this session.	

M Gillan asked if staff could view the room timetabling.
S Graham stated that staff could look at "Day view" on Launchpad.

2.12 Teaching and Working Conditions at Clydebank Campus

S Graham stated that P Nelson had provided extensive follow up detail in email to D Alexander.

2.13 Fit for Study Procedure

S Graham stated that CQLs from the 3 campuses had decided that they did not want to adopt this process.
S Graham stated that this decision had been reached after discussion at each of the CQL campus meetings.
S Graham stated that following a recent incident, training would be arranged for Senior Managers and Heads who covered evening duty to ensure that they could respond to student mental health incidents.
M Gillan stated that Management should be looking at the overall picture of student behaviour and try to help. He referred in particular to staff training on teaching students with autism.
S Graham stated that in Inverclyde, the College and Council were looking at joint CPD with school teachers.

2.14 Staff Access to Gyms Out with the College

D Gunn stated that J Rafferty was going to look at options available and this would be discussed at the Healthy Working Lives Committee. DG

2.15 Menopause in the Workplace

P Nelson stated that she would be meeting with J Rafferty in January. PN

2.16 Greenock Campus "10 Point Plan"

L Connolly stated that a further meeting would be scheduled for January 2020.
P Nelson asked for an update on the building of a new Greenock campus.
L Connolly stated that the Council had provided a list of sites but the only one that met the required criteria was the harbour site. It was not allocated for educational use under the recent Local Development Plan review process for the area however Inverclyde Council had formally acknowledged during that process the need for a new College build.
L Connolly stated that the College had been encouraged to submit a planning application by Inverclyde Council.
This would require a significant financial commitment to progress and discussions would need to take place with the Funding Council.
L Connolly stated that the Scottish Government had now confirmed its commitment to a new infrastructure funding model going forward. This involved mutual investment and was similar to the model used in Wales.
L Connolly stated that the SNP group on Inverclyde Council were now in favour of a new College at the Waterfront.

2.17 Remission from Class Contact – TQFE

D Gunn stated that the TQFE course ended at the end of March 2020

S Graham stated that remission arrangements would need to be adjusted for the following year.

2.18 Access to IT Equipment

D Alexander had followed up the query with Garry Ross.

2.19 Student Mental Health

E Crummie enquired about progress on setting up a Mental Health Working Group referred to in the previous minutes.
S Graham stated that the College was about to launch a Student Mental Health and Wellbeing Strategy. This would include the development of an action plan.
S Graham stated that I Forster-Smith would form a Working Group which included representatives from the Student Association.
E Crummie stated that he would like to be involved in the Working Group and S Graham welcomed this.

3 Funding Update

L Connolly stated that the financial environment was very challenging with savings of £1.4m required in the current financial year.
A significant amount of the savings required had been achieved through VS and the College was on target to meet the required savings this session.
L Connolly stated that the Public Sector budget was uncertain because of UK elections but the College was using assumptions in FFR. This projected required savings of £4m over a 2year period.
L Connolly stated that the VS scheme had been reapproved by the Board of Management and the Funding Council. This had included changes to Voluntary Severance arrangements including a cap on severance payments.
L Connolly stated that the VS scheme had been reapproved in case of the need to look for more savings through Voluntary Severance.
S Gorman asked if there was a specific timescale for introducing VS.
L Connolly stated that there was no specific timescale.
S Graham stated that any future VS payments would require to be funded by the College and not the Funding Council.
P Nelson asked if there were any plans for restructuring in a similar way to some other colleges or if the College would continue with incremental restructuring.
L Connolly stated that the preference would be to continue with incremental restructuring but it would depend on future needs.

4 Workload in Engineering (Clydebank campus)

P Nelson stated that as a consequence of expansion of commercial courses, promoted staff in this Department at Clydebank campus were overladen with responsibilities. The CEL had to sign off IV across 3 campuses.
P Nelson stated that it could affect their health as it appeared to staff that there had been little or no planning for expansion in this area.
S Graham stated that the College had recognised the workload issues that had occurred in this area, which were a consequence of significant additional business in the last few months.
S Graham stated that discussions were taking place with Rob Aitken, Assistant Principal to address those workload issues. SG

Action		Action
	E Crummie stated that he had been in dialogue with the staff in this area. There was a disparity between the workloads of the CQL and CEL in engineering at Clydebank campus compared to other areas of the College. S Graham stated that the workload issues were recognised and it had come up at the CPR. E Crummie stated that staff had suggestions as to how the workload issues could be resolved. L Connolly asked that a note be sent to S Graham in terms of these suggestions. E Crummie stated that the workload issues needed to be addressed quickly. S Graham state that this was fully recognised by management.	EC
5	**Cladding and Windows – Finnart Street campus** D Gunn stated that M Gillan had sent him clarification on this agenda item and A Ritchie would provide a written update.	DG
6	**Subject Specific Training / CPD** M Gillan stated that EIS members were concerned about subject specific training not being funded through the Staff Development budget. D Gunn stated that this type of training had been identified as a priority. He had not been made aware of any requests of this type which had been refused by the Head of OD and HR. It was agreed that D Gunn would meet M Gillan to follow up on this matter.	DG / MG
7	**Person in charge of campus – System for ID** E Crummie asked about system used to identify who was in charge of a campus. S Graham stated that College Receptionists could contact SMT PAs who had an up to date record of the locations of Heads and SMT by campus. E Crummie stated that Reception staff at Clydebank campus did not seem to be aware of this system. S Graham stated that she would follow up on refresher training.	SG
8	**AOCB**	
8.1	**David Black – Retirement** L Connolly stated a review of staffing requirements had taken place with the pending retirement of David Black, Director of IT. It had been decided to replace the Director of IT post with a Director of Infrastructure which would have responsibility for IT and Estates. It was also intended to appoint a Head of IT reporting to this postholder. L Connolly stated that a data analyst type post would be introduced reporting to the Director of Finance. Details of this post still had to be finalised. D Gunn stated that the posts would be funded from existing staffing budgets.	

Action **Action**

14 Date of Next Meeting

Date	Location
Wednesday 22nd January 2020	Clydebank Campus (Cunard Suite)
Wednesday 26th February 2020	Paisley Campus (Abercorn Room 2)

Signatures
Minutes of JCNCL Meeting: 12th December 2019, Paisley Campus

Joint Secretary (MS) _____ Date:

Joint Secretary (SS) _____ Date:

Minutes of the Local Joint Consultative & Negotiating Committee for Support Staff (LJCNCS) held at Greenock Campus on 11th September 2019

Present:

Liz Connolly	Chair
Stephanie Graham	Vice Principal: Educational Leadership
David Gunn	Director Organisational Development & HR
Albert Sorrie	Unison
Laura McLean	Unite

Apologies: D Alexander

Abbreviations used: MS – Management Side SS – Staff Side

Action		Responsibility
1	**Minutes of previous meeting held on 17th May 2019** The minutes of the previous meeting were agreed as an accurate record of the meeting.	
2	**Matters arising from the minutes** There were no outstanding matters arising	
3.	**Funding Update** L Connolly stated that the funding for 2019/20 had been as explained by D Alexander at the meeting on 17th May 2019. A credit audit was currently taking place but the College was confident of achieving the credit target for 2018/19 and this would ensure no financial clawback.	
4	**Staff Survey** D Gunn stated that the College intended carrying out another staff survey. The survey questions would be similar to those used in the previous staff survey in May 2016 for comparison purposes. The Survey Monkey on line survey tool would be used.	
5	**May Day holiday** D Gunn stated that the May Day holiday would be moved from Monday 4 May 2020 to Friday 8 May 2020 to commemorate the 75th Anniversary of VE Day. He explained that most Local Authorities in the West Region had now made the change and the College calendar would be amended likewise to ensure alignment with schools. D Gunn stated that a staff announcement would be made to this effect.	
6	**Job Evaluation Questionnaire** D Gunn stated that 60% of Job Evaluation Questionnaires had been completed and sent to HR. A Sorrie stated that the Job Evaluation questionnaires were not easy to complete and very time consuming particularly when a number of staff had to complete one questionnaire for a post.	

Action		Responsibility
	L Connolly asked that the Trade Unions do all they can to assist staff with completion and return of questionnaires as the final deadline for submission had been 31 August 2019.	SS

7 Greenock campus / Inverclyde Local Development Plan

L Connolly stated that a number of issues had been raised about Greenock campus through petitions and articles in the Greenock Telegraph, however, the issues referred to, had not been raised directly with her or the Board.

A Sorrie stated that it was not helpful raising these issues in the Greenock Telegraph.

L Connolly stated that she had also been sent emails from A Sorrie to Unison members stating that he had listened to members from Unison and EIS and he got a very different picture to that painted by her about the Greenock campus.

A Sorrie had also stated that he had never seen morale of staff so low and so sickened by the way Greenock campus was run.

L Connolly stated that A Sorrie had also said in this email that the Council Planning Department had allocated the Waterfront area for marine based industry and did not see the College establishing a building there. The minutes from the LJCNCS had stated that the Principal was clear that there was scope for a college new build at the Waterfront.

L Connolly stated that she had always been honest and transparent about options for a new build. She asked if it was the case that staff did not believe her about the India Dock option.

A Sorrie stated that he believed this was the case.

L Connolly stated that she needed to understand the issues that A Sorrie had referred to.

A Sorrie stated that they had to get the College back to what it had been before merger, for the good of the local community.

This had to include retraining for people who left school with no qualifications.

L Connolly stated that she agreed with provision of courses for the community and retraining but decisions on the provision of courses had to be evidence based. This very much indicated staff involvement through curriculum teams.

A Sorrie stated that James Watt College had offered Higher courses in everything.

S Graham stated that there was not the same demand for Higher courses, apart from English which was being provided. The College had also added Nat 5 Maths at Greenock campus.

L Connolly stated that she was glad it was accepted that discussions should not be taking place through the Greenock Telegraph, as she had been disappointed in this approach.

L Connolly asked about the comment made by A Sorrie about low staff morale and staff being sickened by the way Greenock campus was being run.

A Sorrie stated that it had a lot to do with the infrastructure. The lift had been taken out of commission and was not available to students at the beginning of session and there were no full canteen services.

L Connolly asked if it was a communication issue.

A Sorrie stated that this was the case but staff also wanted to know what was happening to the new build.

L Conolly stated that the refurbishment of the Finnart Street campus was not an option as far as the SFC was concerned due to the logistics and cost associated with this.

L Connolly stated that the College had met with the Council officials regarding the need for a new site in view of the reference in the Local Development Plan to non educational use of the India Dock area. The Council had provided a dozen or so sites available for development, but none met the College criteria for a new build in respect of size, location, parking, public transport etc.

L Connolly stated that a case for the use of the India Dock site for a college new build could be made on the basis of a 5 year economic development plan but discussions were at an early stage with Inverclyde Council.

Also, the SFC were supportive of the preparation of a full business case once a suitable site was identified.

L Connolly stated that everyone wanted a strong viable College, fit for future educational needs, which was respectful of the past but they could not go back to what was in place before.

A Sorrie stated that he agreed but asked if there was a timescale for a new build.

L Connolly stated that it was not possible to give an accurate timescale but approximately 3- 5 years based on other College new builds.

A Sorrie stated that the main staff concern was that the Finnart Street building was falling apart and D Alexander had stated at the previous meeting that there had been a £1.7m reduction in Estates funding. There might be no building fit for use in 5 years.

L Connolly stated that the College as carrying out essential maintenance and had just spent over £100,000 on new lifts at the Greenock campus.

L Connolly stated that a sector wide survey had identified WCS as having the greatest need in the sector for estate refurbishment. It was however, a challenging financial environment.

A Sorrie asked if the College was reaching out to local companies to provide training for them.

L Connolly stated that this was very much the case.

L Connolly stated that she was very concerned with the narrative in the Greenock Telegraph and petitions alleging that there was a deliberate plan to down size the Greenock campus. There was absolutely no reason to deliberately down size the Greenock campus.

S Graham stated that the College had student activity targets to achieve and spare teaching space at Greenock campus. It was however, the case that Inverclyde had the biggest demographic reduction in the UK. There had been a 13% reduction in 18-21 year olds since merger.

L Connolly stated that there was a need for more flexible delivery of courses in the evenings and at weekends to suit an older age group.

A Sorrie stated that staff wanted a plan for the new build and that would help their morale.

L Connolly stated that they would continue discussions with Inverclyde Council and keep staff fully informed of any developments.

Action **Responsibility**

8. Update on Changes to Unison Branch Structure

A Sorrie stated that Unison had begun discussion 2 years ago on an FE Branch structure. This had moved forward and it was hoped that the structure would be in place before Christmas. This meant that the current affiliation to Local Authority Unison Branches would be removed.
D Gunn thanked A Sorrie for the update.

9. AOCB

9.1 ITrent Queries

A Sorrie raised a query about ITrent on behalf of another shop steward.
D Gunn stated that this should be referred direct to the Payroll Department.

10. Date of next meeting:

Date	Location
Wednesday 9th October 2019	Paisley Campus (Abercorn 2)
Wed 13th November 2019	Clydebank Campus (Cunard Suite) 10.00am /11.30am
Thursday 12th December 2019	Greenock Campus (Ardgowan 4)

Minutes of the Local Joint Consultative & Negotiating Committee for Support Staff (LJCNCS) held at Paisley Campus on 9th October 2019

Present:

Liz Connolly	Chair
Stephanie Graham	Vice Principal: Educational Leadership
David Alexander	Vice Principal: Operations
Sara Rae	Assistant Principal: Enterprise and Skills
David Gunn	Director Organisational Development & HR
Nicky McDonald	Unison
Audrey Manning	Unite

Apologies: L McLean, A Sorrie, D Thomson

Abbreviations used: MS – Management Side SS – Staff Side

Action		Responsibility
1	**Minutes of previous meeting held on 11th September 2019** The minutes of the previous meeting were agreed as an accurate record of the meeting.	
2	**Matters arising from the minutes**	
2.1	**Job Evaluation** A Sorrie had written to Unison members reminding them of the urgent need to submit Job Evaluation questionnaires.	
3.	**Funding Update** D Alexander stated that there was nothing further to add to the previous update. The Spending Review for the next financial year would take place in the coming months. D Alexander stated that the Scottish Government had indicated that existing budgets might need to be varied depending on the outcome of Brexit.	
4	**VS** A Manning asked if there was any update. L Connolly stated that currently the VS scheme was not operating. D Alexander added that while this remained the current position, it would be kept under review based on funding developments.	
5	**May Day holiday** A Manning stated that a few trade union members on condensed hours had approached her because they would lose out on the number of hours holidays because of the change. D Gunn stated that it would depend on individual circumstances, but adjustments could be made to compensate staff for loss of holiday hours if this was the case. Any staff in this position should contact the HR Department for clarification if required.	

Action		Responsibility
6	**Greenock campus – 10 Point Plan** L Connolly stated that paperwork outlining a '10 point plan' for Greenock – signed by three trade union representatives – with one of these being A. Sorrie of UNISON. L Connolly stated that it would be helpful to understand the background to the 10 Point Plan and the status of the document given the covering letter referred to submission by trade union representatives. A Manning stated that they could not respond at this time as it had been submitted A Sorrie and he was on holiday and had not briefed them. L Connolly stated that the submission had been discussed at the Board meeting on Monday night. The Board had asked the Executive to engage with trade union officials on this document in accordance with the normal consultative arrangements. L Connolly stated that it was also proposed to involve the Student president who was from Greenock.	LC
7	**Permanency** A Manning stated that the trade unions had been requested by full time officials to ensure national agreement was being implemented in respect of permanency. D Gunn stated that the agreement on permanency was being implemented in accordance with the relevant circular.	
8.	**AOCB**	
8.1	**Catering and Cleaning review** A Manning stated that staff had been asked to participate in a review but had not been given the background. They were concerned about outsourcing. D Alexander stated that there had been a discussion at a meeting of the Board Finance and General Purposes Committee in September about review of these services which was due before the summer of 2020. The Board members had asked management to gather recommendations on improvements that could be implemented to these services. Management would be assisted in this process by an external catering and cleaning specialist. There would also be a survey of staff and students using the catering services. The Board had indicated that they were not minded to look at outsourcing at this time and the exercise being undertaken by the external consultants was to focus on what improvements could be implemented, not on outsourcing. D Alexander agreed to review the communication with staff on this matter with A Ritchie.	DA
8.2	**Grievances** A Manning stated that it was important every effort was made to adhere to timescales and to communicate with staff that had a grievance taken out against them. D Gunn stated that he fully accepted this and had recently intervened in a grievance on this basis due to communication difficulties which were as a result of circumstances and not intentional. D. Gunn would raise the issue with HR Managers at a meeting which would take place that week.	DG

Action **Responsibility**

9. Date of next meeting:

Date	Location
Thursday 12th December 2019	Greenock Campus (Ardgowan 4)
Wednesday 22nd January 2020	Clydebank Campus (Cunard Suite)
Wednesday 26th February 2020	Paisley Campus (Abercorn Room 2)

Minutes of the Local Joint Consultative & Negotiating Committee for Support Staff (LJCNCS) held at Paisley Campus on 12h December 2019

Present:

Liz Connolly	Chair
Stephanie Graham	Vice Principal: Educational Leadership
David Gunn	Director Organisational Development & HR
Kirsty Devine	Unite
Audrey Manning	Unite
Albert Sorrie	Unison

Apologies: D Alexander

Abbreviations used: MS – Management Side SS – Staff Side

Action		Action
1	**Minutes of previous meeting held on 9th October 2019** The minutes of the previous meeting were agreed as an accurate record of the meeting.	
2	**Matters arising from the minutes**	
2.1	**Greenock Campus "10 Point Plan"** L Connolly sated that the first meeting had taken place on 25th November 2019 and a further meeting would be scheduled in early January 2020.	
2.2	**Catering and Cleaning Review** A Manning asked if there was any update on the communication to staff. L Connolly stated that she would ask D Alexander to provide an update on this matter.	LC
2.3	**Grievances** D Gunn stated that he had now followed up on action and discussed with HR Managers the need to make every effort to adhere to timescales for grievances.	
3	**Funding** L Connolly stated that the financial environment was very challenging with savings of £1.4m required in the current financial year. A significant amount of the savings required had been achieved through VS and the College was on target to meet the required savings for this session. L Connolly stated that the Public Sector budget was uncertain because of UK elections but the College was using assumptions in FFR. This projected required savings of £4m over a 2 year period. L Connolly stated that the VS scheme had been reapproved by the Board of Management and the Funding Council. This had included changes to Voluntary Severance arrangements including a cap on payments. L Connolly stated that the VS had been reapproved in case of the need to look for more savings through Voluntary Severance. S Graham stated that any future VS payments would require to be funded by the College and not the Funding Council.	

4 First Aid

A Sorrie stated that a student at Clydebank campus had dislocated his shoulder and the ambulance service did not consider this to be a high priority case. The First Aiders were looking for guidance on how to deal with this situation when ambulances were not available.

D Gunn stated that he would have thought it would be appropriate to use a taxi and the student could, if required, be accompanied by a First Aider or a Lecturer.

5. AOCB

5.1 PMA's Shower Room – Oakshaw Building

K Devine stated that the shower room used by PMAs in Oakshaw building was full, containing documents and desks.

L Connolly asked if this had been referred to the line manager.

K Devine stated that the documents did not belong to Estates.

L Connolly stated that it should be referred to the Estates Manager in the first instance.

5.2 Absence Meeting with Trade Unions

A Manning asked for an update following the meeting with trade unions on the Employee Health and Wellbeing Strategy.

D Gunn stated that the action plan was being implemented and an update would be provided to trade unions. DG

5.3 Staff Sessions with Principal

A Manning stated that the lack of administrative support had been raised at a staff session with the Principal.

S Graham stated that a review of administration services was being led by I Forster-Smith. This had been initiated as a result of the removal of Faculties in the structure. There was a need to realign administration services to ensure that they were provided on an equitable basis to reflect operational needs.

5.4 Disciplinary and Grievance Investigations

A Manning stated that as a trade union representative, she had concerns about the length of time taken to complete formal investigations and the resultant stress on staff.

D Gunn stated that the delays were due to various reasons, including the workloads of Investigating Managers. He was going to raise the matter at an SMT meeting. DG

5.5 CCTV

A Manning referred to an alleged incident on 9 October 2019 involving a cleaner and a complaint from a student when she believed CCTV footage was accessed. She was of the view that this contravened the terms of the CCTV Code of Practice.

D Gunn stated that he was not familiar with the circumstances relating to accessing of CCTV footage and would look into it. DG

5.6 David Black - Retirement

L Connolly stated a review of staffing requirements had taken place with the pending retirement of David Black, Director of IT.

Action **Action**

It had been decided to replace the Director of IT post with a Director of Infrastructure which would have responsibility for IT and Estates. It was also intended to appoint a Head of IT reporting to this postholder.
L Connolly stated that a data analyst type post would be introduced reporting to the Director of Finance and Estates. Details of this post still had to be finalised.
D Gunn stated that the posts would be funded from existing staffing budget.

9. Date of next meeting:

Date	Location
Wednesday 22nd January 2020	Clydebank Campus (Cunard Suite)
Wednesday 26th February 2020	Paisley Campus (Abercorn Room 2)

Equality, Diversity & Inclusion Committee Minutes
26th September at 10am
Greenock Campus, Ardgowan 4

Present:		**Present:**	
David Gunn (Chair)	Director Organisational Development and HR	Emma Hanna	E Learning Team Leader
Clare Fraser	Equality, Diversity and Inclusion Manager	Albert Sorrie	Unison / H&S representative
Vanessa Thomson	Student Assoc. President	Fiona McKenzie	Head of Learning Communities
Priya Kaur	Vice President Student Assoc	Lynne Harrison	HR Manager
Alison Mitchell	Student Life Manager		

Apologies: K Combe, C MacNab, R Chandler, I Brown, I Forster-Smith, G Smith, D McGowan

	Action	**Responsible**
1	**Welcome and Apologies**	
	D Gunn chaired the meeting and apologies were noted.	
	D Gunn welcomed new members to the committee and introductions were made.	
2	**Minutes of previous meeting**	
	Minutes of the meeting on 6th June 2019 were agreed as an accurate record.	
3	**Matters arising from 6th June 2019**	
3.1	**BSL Support**	
	To be c/f to next meeting.	**GS**
3.2	**May Mental Health Month**	
	G McIntyre and K McEwan meeting YPeople on 6th October.	
3.3	**Educational Scotland – Evaluative Report and Enhancement Plan**	
	This has distributed to members for their comments.	
3.4	**EDI Remit**	
	Updated remit now available on Staff Intranet.	
4	**Preventing GBV SLWG**	
	SLWG headed by Director Student Services, met on 12 September 19 to raise awareness regarding national practices.	
	C Fraser to evaluate current practice against Equally Safe toolkit.	
	SMT briefing scheduled for 5 November 19.	
	Heads Briefing and 3 sessions for frontline staff being scheduled.	
	Operational Manager's session completed.	
	V Thomson and C Fraser to liaise to discuss Student Association awareness.	**VT / CF**
5	**Lead Scotland and Advance HE Research Project: Disabled Students**	
	Lead Scotland are an educational charity for disability.	
	The College has been asked to forward examples of innovative practice that have had a positive impact on outcomes for students with a disability.	
	C Fraser has contacted G Smith for some examples.	
	F McKenzie discussed an Outreach Horticultural student who was a wheel chair user.	

F McKenzie to raise awareness at next Head's meeting. **F McK**

6 Mental Health - Living Life to the Full

An online Cognitive Behaviour Therapy programme resourced by K McEwan, is being tested by C Fraser.

The College has 600 licenses and the programme aims to improve resilience and wellbeing.

The committee discussed how to promote the availability of the resource;

- C Fraser to forward details to G McIntyre **CF**
- F McKenzie to raise at Head's meeting **F McK**
- V Thomson discussed awareness via Instagram / Facebook
- E Hanna suggested adding banner on Moodle for both staff and students

7 SFC EIA Project

WCS have been project members of this group which has developed a toolkit to improve how sector strategy can complement the General Equality Duty.

S Graham and C Fraser have been involved in this project, the findings of which are due to be published in October 2019.

The College's ROA EQIA has been identified as a sector exemplar.

D Gunn stated this was very positive news.

8 Equality and Diversity Essentials online course

The new Cyclix course is available. C Fraser would like to encourage more staff to complete the mandatory course.

It was also noted that other mandatory courses including Cyber Security are pertinent and staff will be reminded of the Equality and Diversity course at a later date. **CF**

9 EU Directive on Accessibility - Project Action Group Update

E Hanna gave a brief update on accessibility legislation, which is due to come into force in September 2020.

She advised how documentation online will have to meet new legislation ie word documents and not pdfs; using "styles" instead of own font.

E Hanna asked to attend Head's meeting to update. **EH/CF**

D Gunn to raise with SMT. **DG**

C Fraser to contact C MacNab to join SLWG. **CF**

10 AOCB

10.1 Automatic doors at Ground Floor, Renfrew Building

C Fraser confirmed D Malcomson has instructed magnetic fittings on doors at the ground floor of the Renfrew building, beside the Hospitality kitchens. **CF**

Health & Safety to be informed update PEEPs.

11. Date and time of next meeting

Thursday 5th December, 10am Paisley campus, Abercorn room 2

Equality, Diversity & Inclusion Committee

AGREED Meeting Dates 2019 -2020

Date	Time	Location
Thursday 26th September 2019	10.00am	Greenock Campus (Ardgowan 4)
Thursday 5th December 2019	10.00am	Paisley Campus (Abercorn room 2)
Thursday 27th February 2020	10.00am	Clydebank Campus (Boardroom)
Thursday 14th May 2020	10.00am	Greenock Campus (Ardgowan 4)

Equality, Diversity & Inclusion Committee Minutes
5th December at 10am
Paisley Campus, Abercorn room 2

Present:		**Present:**	
David Gunn (Chair)	Director OD and HR	Robin Chandler	Stakeholder Experience Co-ordinator
Clare Fraser	EDI Manager	Albert Sorrie	Unison / H&S representative
G Smith	ESL Manager	Karen Combe	HR Manager

Apologies: I Forster-Smith, C MacNab, F McKenzie, V Thompson, D McGowan, E Hanna

	Action	**Responsible**
1	**Welcome and Apologies** D Gunn chaired the meeting and apologies were noted.	
2	**Minutes of previous meeting** Minutes of the meeting on 26th September 2019 were agreed as an accurate record.	
3	**Matters arising from 26th September 2019**	
3.1	**BSL Support** G Smith confirmed that the market rate of pay externally is much higher which is challenging when trying to recruit staff in order to support students. G Smith to forward paper to D Gunn. To be discussed with Executive team as situation on available staff is on a week to week basis.	GS / DG
3.2	**Preventing GBV SLWG** C Fraser attending an awareness raising and planning session with all Student Association officers.	
3.3	**Mental Health - Living Life to the Full** C Fraser suggested promoting this programme in February 2020 given the current number of mandatory courses which staff have been asked to complete.	
3.4	**Equality & Diversity Essentials online course** A reminder to complete the online course by the end of November was posted on the staff intranet headline page. C Fraser note that an EDI Audit was currently taking place which would report findings on participation by staff in online EDI training.	
3.5	**EU Directive on Accessibility - Project Action Group Update** See Agenda point 5.	
3.6	**Automatic doors at Abercorn** C Fraser has emailed D McPate and M Cameron re PEEPs.	
4	**Preventing Gender Based Violence** C Fraser noted that sessions had been delivered as follows: • One in each campus to Student Advisory Services w/c 25th November 2019. • SMT briefing on 5th November 2019 and • Student Association scheduled for 11th December 2019.	

DRAFT

C Fraser also informed the committee about "Emily's Test" sessions held by Fiona Drouet that had taken place at Paisley and Greenock. Clydebank scheduled for 9th December.
Positive feedback from both staff and students has been received.
It was also noted that promotion of the White Ribbon campaign was taking place in College:
White Ribbon Scotland is a campaign which involves men in tackling violence against women.

5 Accessibility Regulations - SLWG

The Equality Audit Toolkit has been revised to include accessibility indicators.
G Smith indicated that the NUS has developed an audit tool and C Fraser agreed to contact the Student Association about this. CF
In C MacNab and E Hanna's absence, C Fraser advised that the impact of the regulations will be in force by 2020. Public communication has been low key.
It was noted that JISC currently has a holding page of useful information and guidance which will be uploaded shortly for viewing.
D Gunn to highlight to SMT. DG

6 Board Diversity

Good progress has been achieved in the gender balance at Board level, with 45% female non-executive directors (n= 6M; 5F), and 50% female board members, including executive staff (n=9M; 9F) Goal is 50:50 by 2020.

A proposal to present a case study has been submitted to the national Advance HE conference in March 2020 entitled Board Diversity: A Multi-Dimensional Perspective.

7 Gender Action Plan AY 18-19 Data

The Review of Gender Targets paper was discussed. Particular note was made to males enrolling on Childcare and Hair courses. The Scottish Government is pushing for an increase for male into Early Years - WCS is comparable with other College sectors.
C Fraser to update some data which came from discussions through ROA and Curriculum Forums (Portfolio Reviews). CF
C Fraser to email AP's that she will forward the data to CQLs for reference.

8 Sharing Practice – Mental Health Conference – 8 November 2019

C Fraser attended the Mental Health conference at the City of Glasgow College. She informed the committee that the University of Bristol has been effective in reducing suicide through the use of "Opt ins", where students over 18 can agree at matriculation whether their parents/carers can be contacted in the event of a mental health crisis.

C Fraser to share this approach with I Forster Smith and C MacNab. CF
C Fraser also noted a session about including wellbeing in the curriculum. She has forwarded notes to John Redman.
C Fraser to contact conference for a copy of the presentation. CF

11. Date and time of next meeting

Thursday 27th February, 10am Clydebank campus, Boardroom

DRAFT

Equality, Diversity & Inclusion Committee

AGREED Meeting Dates 2019 -2020

Date	Time	Location
Thursday 26th September 2019	10.00am	Greenock Campus (Ardgowan 4)
Thursday 5th December 2019	10.00am	Paisley Campus (Abercorn room 2)
Thursday 27th February 2020	10.00am	Clydebank Campus (Boardroom)
Thursday 14th May 2020	10.00am	Greenock Campus (Ardgowan 4)

DRAFT

Health & Safety Committee Minutes
29th May 2019
Greenock Campus

Present:

David Gunn (Chair)	Director Organisational Development & HR
Joe Rafferty	Head of Organisational Development & HR
David Black	Director of IT
Iain Forster-Smith	Assistant Principal Student Life and Skills
Cathy MacNab	Assistant Principal Performance and Skills
Kathy Bow	Health and Safety Manager
Donna McPate	Health and Safety Advisor (Greenock Campus)
John Lacey	EIS Health and Safety Representative (Greenock)
Nicole Percival	Student Association President

Apologies:

Mandy Cameron	Health and Safety Advisor (Paisley Campus)
Peter Thorne	Head of Estates
Susan Ferrie	EIS/FELA Health and Safety Representative (Clydebank Campus)
Marek Gorecki	Student Association Vice President
Douglas Porter	EIS/FELA Health and Safety Representative (Paisley Campus)
Albert Sorrie	Unison Health and Safety Representative (Greenock)
Nicky McDonald	Unison Health and Safety Representative (Paisley)

Responsibility

1 Review of Previous Meeting Notes and Action Points

Minutes were reviewed and agreed as an accurate record of meeting.

2 Matters Arising from Minutes

Smoking

DG stated that the action from the previous minute relating to the approach to be taken to individuals who repeatedly smoked on campus and ignored informal requests to comply with the smoke free campus had been discussed at an SMT meeting. It had been agreed that the College should continue with awareness raising campaigns for staff and students. **JR**

NP stated that the Student Association are running a poster competition to help raise awareness of the Smoke Free initiative.

Fire Safety Arrangements

KB stated that final versions of arrangements have now been agreed with the relevant parties, with full implementation of drills to take place in new academic session.

Safeguarding

Information, including safeguarding rota, has been sent to first aiders and Alison Mitchell has attended meetings with first aiders to discuss the safeguarding role in relation to first aid calls. Safeguarding information cards have been made available to all staff.

Flu Vaccine
JR advised one additional clinic will be scheduled per campus and staff interest in flu vaccinations will be monitored with a view to ensure college could meet demand next October

Toasters – Fire Alarm Activations
JR advised that there had been 4 incidents with toaster fire alarm activations over the previous two years whereby the Fire and Rescue Service had to attend the College.
KB stated that this was in addition to other more routine activations and the College had been in discussion with the Fire and Rescue Service about the need to reduce the number of activations or face financial penalties.
After discussion it was agreed to monitor the incidences involving toasters with a view to removing them from staffrooms if required.

3 Input from Sub Committees

Greenock Campus

Cladding/Barriers
IFS detailed the written update provided to the sub committee by PT, which advised proposals have now been received from the architect and these are being evaluated. Thereafter planning consent will be sought and tenders produced for implementation of works.

A further close inspection of the cladding will be arranged for September 2019. Meantime, barriers will remain in place around the main entrance and perimeter of the building.

Asbestos Labelling
DMcP detailed concerns raised about the suitability and effectiveness of the asbestos labels which have been put up throughout the campus. DG to raise at the next meeting of the Asbestos Management Team. **DG**

Clydebank Campus

Mental Health First Aid
DB advised that Alex Deas Estates Manager wished to feedback how informative the Mental Health First Aid course was, and that he hoped this would be a recurring course on the CPD calendar.
JR stated that this was the case and this type of course was included in the annual training programme, which would be made available to all staff.

Healthy Working Lives
KB to liaise with Sharon Clark regarding future health eating initiatives. **KB**

Waste Uplifts
Waste uplifts being arranged.

Skype/First Aid
DB explained the following;

Responsibility

1. Existing local First Aid numbers have been transferred into Skype for Business *[These are Clydebank – 3333, Greenock – 111 and Paisley – 333]*. Skype for Business users who are peripatetic will have to consider the location they are calling from when deciding what number to use if they require to call First Aid at the local Campus reception. The numbers will be added to the Skype for Business directory and information added to the SfB project pages.

2. Each legacy College has '*approach and use'* First Aid handsets. The number and location of these vary by campus. Device age and some technical constraints mean most would need replacing. The H&S team have been asked to review the cross-college need and liaise with the Skype for Business project team. " **KB/MC/ DMcP**

Paisley Campus

Occupational Health

CMacN has highlighted clinic no shows with Heads of Sector.

MC to give priority to New Street music staff for audio tests when move to main campus is completed. **MC**

Project Updates

CMacN advised that Sharon Doncaster will be providing the sub committee with updates of project works at future meetings.

First Aid Room

CMacN and MC have discussed with Tommy Campbell, Head of Sector the issue of the ICE building first aid room being used as an office. He was not aware of this and had not instructed it. The situation is to be monitored to confirm the use of the room. **MC**

Sub Committee Remit and Purpose

CMacN advised that while the Sub Committee members value the meetings and work carried out as a result, they feel there is a need to revisit the curriculum representation. DG to take to SMT as per Item 12.

4 Review of College Accidents/illness statistics and trends.

KB detailed Quarter 3 accidents and incidents as per the written update provided to the committee in advance of the meeting.

This included an injury to a member of staff who sustained a fractured finger when the door of the room she was cleaning closed on her finger. This incident was reportable to HSE under RIDDOR due to the staff member being absent from work form more than seven days.

Two incidents are under investigation at Paisley Campus. These are:

A Workshop Steward touching an electrical cable which was live and protruding through a hole in the workshop wall.

Responsibility

A Technician in the Joinery Workshop sustaining an injury to the eye as a result of a small electrical fire within the extraction system.

5 Fire Safety

DMcP to contact Marketing to arrange promotion of online fire safety and general health and safety awareness training. **DMcP**

Also see Item 2 – Fire Safety Arrangements

6 Asbestos Management

DG advised that a further meeting of the Asbestos Management Team and Askam's is scheduled before the end of June. See also Item 3 – Asbestos Labelling.

7 Update on Health and Safety Training, Communications and Developments

Smoking

See Item 2 – Smoking

First Aid

KB advised that Gary McIntyre, Organisational Development Manager has been scheduling courses to ensure staff first aid certification is being refreshed. ID cards are now being provided to staff on completion of the course as a more effective way of ensuring records are kept up to date.

Training

Online training promotion to be arranged as per Item 5.

8 Occupational Health

KB informed the meeting that despite some disruption due to strike action, the Health and Safety team have worked hard to successfully reschedule clinic appointments and keep the programme on track for completion in June. She advised that some Union members had refused to attend appointments with their reasoning being that this was an additional duty out with their role.

DG stated that he would follow this up as health surveillance was a statutory requirement. **DG**

KB also advised that occupational hygiene monitoring has successfully taken place in the Greenock Campus Welding Workshop this week and is scheduled later in the week for Bricklaying and Welding in Clydebank. Monitoring within the Greenock Campus Music Department could not proceed as planned on the day, so will instead be rescheduled for the new term.

9 Feedback from Workplace Safety Inspections

DMcP advised that the schedule is progressing well and on target, despite strike action and other commitments of the trade union reps. Remedial actions required are being addressed by Departments and Sections or Health and Safety team where appropriate. A full report will be provided to the September meeting once schedule completed.

Responsibility

10 Enforcement Authority Contact (Visits Communication Action)

Nothing to report

11 Healthy Working Lives

Mental Health Awareness Week

JR detailed the success of the Mental Health Awareness Week which was extended out across most of May. Collaboration between the HWL Steering Group, Kirsty MacEwan and Nicole Percival resulted in a number of initiatives, including multiple agency visits, Gies a Breakfasts, inflatables fun day, and the opportunity for staff to enrol on the Mental Health Awareness Level 2 certificated course.

IFS stated that it is hoped Gies a Breakfast will become a weekly event, depending on budget availability.

IFS also highlighted that Kirsty MacEwan has done excellent work on securing the support of 47 different agencies willing to engage with WCS on future initiatives.

Health and Wellbeing Strategy

JR reminded the committee that Health and Wellbeing Strategy approved by the Board of Management has been launched to all staff using the PROSPER framework.

Alcohol and Drugs and Other Substances Procedure

KB stated that the procedure has been amended to update contact details for agencies listed.

12 Review of Remit of Committee

DG invited the committee to give feedback on the proposed Remit of Committee. CMacN recommended that the quorum be updated to state "excluding Chair and Health and Safety Manager" **DG**

Greenock Sub Committee Representation

IFS highlighted the lack of representation on the Greenock Health and Safety Sub Committee. DG will raise committee representation, in general, with SMT. **DG**

13 AOB

CMacN advised that Nicky McDonald has enquired as to whether there is a Lone Working Policy in place. KB stated that due to the very small number of lone workers, this is covered in the risk assessments of lone worker activities. Further communication will be sent out to managers as a reminder of this practice. **KB**

DG stated that in future it had been agreed that draft minutes would be included on the agenda of SMT meetings to ensure that they were fully informed of health and safety developments. The minutes would also continue to be issued to members of the Organisational Development and HR Board Committee.

Responsibility

Date and Time of next meeting
Wednesday 11th September, 10.00, Clydebank, Cunard Suite

Health & Safety Committee Minutes
2nd October 2019
Clydebank Campus

Present:

David Gunn (Chair)	Director Organisational Development & HR
Joe Rafferty	Head of Organisational Development & HR
David Black	Director of IT
Peter Thorne	Head of Estates
Iain Forster-Smith	Assistant Principal Student Life and Skills
Cathy MacNab	Assistant Principal Performance and Skills
Donna McPate	Health and Safety Advisor (Greenock Campus)
Mandy Cameron	Health and Safety Advisor (Paisley Campus)

Apologies:

Susan Ferrie	EIS/FELA Health and Safety Representative (Clydebank Campus)
Douglas Porter	EIS/FELA Health and Safety Representative (Paisley Campus)
Albert Sorrie	Unison Health and Safety Representative (Greenock)
Nicky McDonald	Unison Health and Safety Representative (Paisley)
Don McGovern	EIS Health and Safety Representative (Greenock Campus)

Responsibility

1 Review of Previous Meeting Notes and Action Points

Minutes were reviewed and agreed as an accurate record of meeting.

2 Matters Arising from Minutes

Smoking

JR advised the committee that the Health and Safety Department are looking into alarms at entry points of buildings to help disperse clusters of smokers at entrances to buildings particularly Renfrew North. — JR

CMcN raised the question of disciplinary action for repeat offenders. JR advised this is an option for staff members but more complicated for students due to lack of identification if they do not cooperate.

The Students Association has been continuing with their stop smoking campaign on social media.

DG proposed that a communication on smoking policy should be sent to staff and students. This would require a discussion with Students Association on a coordinated approach. — JR/DM/MC

Lone Working

JR advised the committee that lone working procedure/guidelines will be issued following the incident at Paisley Campus, where a member of the public entered the Abercorn Building in the early morning during cleaning shift. — JR

		Responsibility
3	**Input from Sub Committees**	
	Greenock Campus Cladding/Barriers PT advised the committee that the external inspection of cladding had yet to take place but was being organised	PT
	PT further advised that an external inspection of the Finnart Street Building twice per annum would be a safe precaution going forward. Other safety measures would remain in place such as fencing around the building.	PT
	Asbestos Labelling DMcP detailed concerns raised about the suitability and effectiveness of the asbestos labels which have been put up throughout the campus. PT advised that labels were too easily affected by damp conditions, such as during cleaning, and that alternatives were being sourced. Labels would be replaced by the contractor.	PT
	Cardiac Screening Recent consultation on cardiac screening for young people has prompted enquiries into whether the College should offer such a service to students. DMcP advised that to do so would be very expensive. [At this stage the benefits of such a service are not yet clear.]	
	Sub Committee Staff Rep Staff rep is still being sought for the waterfront campus, DMcP advised David Gemmell may be happy to participate. She will arrange discussion and update at subcommittee.	DMcP
	Clydebank Campus DB advised the committee of Kathy Bow's departure, and his own plans to retire at the end of the year.	DMcP
	DG thanked DB for his significant contribution and stated that he would follow up on a member of SMT to chair Committee.	DG
	Skype/First Aid At the previous meeting DB explained the following; 1. Each legacy College has '*approach and use'* First Aid handsets. The number and location of these vary by campus. Device age and some technical constraints mean most would need replacing. The Health and Safety team have been asked to review the cross-college need and liaise with the Skype for Business project team.	
	DMCP advised that she has contacted Stuart Reid (IT), he is currently on annual leave and discussions will take place to discuss options on his return.	DMCP

Responsibility

Muster Points — DMcP

Changed due to ongoing works. Monitoring will continue.

Workplace inspections

Schedule is still being finalised. An update will be provided at next meeting. – see item 9

Paisley Campus

Occupational Health

Audio Tests for Music staff has been completed.

Project Updates

CMacN advised that Sharon Doncaster will be providing the subcommittee with updates of estates project works at future meetings.

Sub Committee Remit and Purpose

Update continuing.

Workshops

MC asked the committee who should be responsible for the deep cleaning of workshop areas after a bird's nest was discovered. SD arranged removal of bird's nest and advised Andrew Corbett CQL that the Sector would be responsible for the Deep Clean.

PT advised that this is not the cleaner's role and should be undertaken by the curriculum area and historically this would be completed by the Technician

DG has requested this type of area be prioritised for a workplace inspection. — MC

Faulty Chairs

Bulletin to be issued to students confirming process to report broken chairs to the Estates Department. — MC

4 Review of College Accidents/illness statistics and trends.

DMcP informs committee the Health and Safety statistics will be changing to a 12-month report, in line with the annual OD&HR Report.

No reportable accidents in the last quarter.

A comprehensive update will be provided at the next meeting.

5 Fire Safety

Announcement for Health and Safety online training has been issued along with banner promotion on the intranet. A report will be available from Organisational Development Manager at the end of October. An update will be provided at next meeting. — **JR**

		Responsibility
	Evening fire drills have successfully taken place at both Greenock and Paisley Campuses. A full daytime evacuation is planned for Paisley Campus on Friday 4th October. A daytime drill has taken place at Waterfront Campus, with the Finnart drill to be confirmed for Friday 4th or Monday 7th October 2019. Both daytime and evening drills for Clydebank campus are to be confirmed.	
6	**Asbestos Management** PT advised that a meeting of Asbestos Steering Group had taken place on 1 October and discussions had taken place on a GAP analysis prepared by consultants on the Asbestos Management Plan. There were no significant issues identified. A programme of inspections would be initiated and completed on a phased basis. Staff awareness training would also continue as appropriate.	
7	**Update on Health and Safety Training, Communications and Developments** <u>Smoking</u> See Item 2 – Smoking	
	<u>First Aid</u> Concerns have been raised at Clydebank campus regarding 999 calls. In Greenock First aiders generally use mobile phones to call 999. In Clydebank and Paisley campuses, the First Aider radios to reception to call 999 and must relay all information back and forth. Reception staff have expressed concerns about this and feel a situation could arise whereby the College is in breach of GDPR Regulations because of the 3-way conversation.	DMcP/MC
	CMcN asks if there was ever a reason for the first aiders not having mobile phones. DB told that pre-merger Clydebank College was very frugal in issuing mobile phones because of cost implications but now the college has a single mobile contract this should not be an issue. DG stated that the way forward will be to issue mobile phones to First Aiders for responding to 999 calls. DMcP and MC will take forward arranging meeting with first aiders to discuss new processes. DMcP stated that all First Aiders at each campus were now on a First Aid Rota and this seemed to have been well received. DG stated that this was a significant improvement. The previous differences in respect of first aid arrangements at campuses at previously been raised by trade unions.	DMcP/MC
	<u>Training</u> First Aid Training scheduled in October/November for refresher training and new FA's.	
8	**Occupational Health** MC informed the committee there are clinics arranged across the three campuses, with a choice of dates until February 2020. Clinics are running well, and attendance is good.	

Responsibility

DG stated that this was good progress.

LK has been working on OH data base to improve the scheduling and this was welcomed by Committee.

9 Feedback from Workplace Safety Inspections

Schedule for this session still to be agreed with reps.

10 Enforcement Authority Contact (Visits Communication Action)

Scottish Fire and Rescue (SFR) attended the Finnart Street campus in June and the Waterfront in September for familiarisation visits. No issues were found to be of concern.

A list of flammable substances and their locations and floor plans was requested by SFR, this has been provided for both campus.

11 Healthy Working Lives

JR advised the committee that the college has been short listed for the Healthy College Award at the November CDN Event.

JR highlighted that Mental Health Awareness week was one of the most successful initiatives of last year with KMcE and the Student Association extending the campaign throughout the month.

DM informed the committee that following submission of our Healthy Working Lives Portfolio, the College has retained the Gold Award pending completion of our Employee Wellbeing Survey.

Further discussion to take place to determine which elements of HWL can be co-ordinated by KMcE — JR

12 AOB

IFS has been made aware of staff concern over the recent suspicious package incident at a University of Glasgow.

It was agreed that Guidance will be issued to relevant staff — JR

DG stated that he wished to place on record the thanks of the Committee for the significant contribution made by Kathy Bow, former Health and Safety Manager who retired from the College recently.

Date and Time of next meeting

Wednesday 19th February 2020, Paisley Campus, Abercorn 4. 10.00am

Health & Safety Committee Minutes
4th December 2019
Clydebank Campus

Present:

David Gunn (Chair)	Director Organisational Development & HR
Joe Rafferty	Head of Organisational Development & HR
David Black	Director of IT
Peter Thorne	Head of Estates
Albert Sorrie	Unison Health and Safety Representative (Greenock)
Cathy MacNab	Assistant Principal Performance and Skills
Donna McPate	Health and Safety Advisor (Greenock Campus)
Mandy Cameron	Health and Safety Advisor (Paisley Campus)

Apologies:

Susan Ferrie	EIS/FELA Health and Safety Representative (Clydebank Campus)
Douglas Porter	EIS/FELA Health and Safety Representative (Paisley Campus)
Vanessa Thompson	Student Association President
Nicky McDonald	Unison Health and Safety Representative (Paisley)
Don McGovern	EIS Health and Safety Representative (Greenock Campus)
Iain Forster-Smith	Assistant Principal Student Life and Skills

Responsibility

1 Review of Previous Meeting Notes and Action Points

Minutes were reviewed and agreed as an accurate record of meeting.
Apologies noted.

2 Matters Arising from Minutes

Smoking

MC informed the committee that she has been in touch with other colleges to compare approach. Glasgow Clyde College has reverted to appointed smoking shelters after little success with other measures.

JR stated that they had also contacted Glasgow Clyde College about alarms at entry points of buildings intended to disperse clusters of smokers at entrances to buildings, but these were not effective.

CMacN suggested to committee that a message be sent to all staff advising they should be challenging students and staff that smoke on College premises. **DG**

PT stated he is personally not comfortable challenging staff or students as students will generally be abusive to those who challenge them. PT stated that he was speaking on behalf of his team. There did not seem to be any support from the organisation in terms of imposing sanctions against staff or students based on feedback from SMT.

AS agreed with PT in that students gave staff a hard time when approached and there were no sanctions to apply against them.

Committee agree there is a collective responsibility and there are various options to consider. DG will take back to SMT. **ALL / DG**

Lone Working

Lone Working Policy update circulated to committee members. comments/feedback to be sent to JR by 18/12/19

		Responsibility
3	**Input from Sub Committees**	
	GREENOCK CAMPUS	
3.1	**Cladding/Barriers**	
	PT informed the committee that the external inspection of cladding recommended some minor works are necessary. Works will start week commencing 16/12/19 and are expected to complete mid-January 2020. Barriers will be removed once complete. Bi Annual inspections of cladding will be carried out going forward.	
	PT informed the committee that the external inspection of cladding recommended some minor works are necessary. Works will start week commencing 16/12/19 and are expected to complete mid-January 2020. Barriers will be removed once complete. Bi Annual inspections of cladding will be carried out going forward.	
3.2	**Asbestos Labelling**	
	PT informed committee that labelling will not be complete before Christmas break as the company used has been taken over by a new company and the College was not receiving the same level of service as before. The company have been invited to attend the next Asbestos Management Meeting on 12th February and monitoring will continue, an update shall be provided at next committee meeting.	**PT**
3.3	**Cardiac Screening**	
	DMcP is monitoring the CRY website (https://www.c-r-y.org.uk/) to keep staff and students aware of any free screening events in local areas.	**DMcP**
3.4	**Sub Committee**	
	Staff representation is still sought for the Waterfront campus. Iain Forster-Smith to take forward with Sharon Gardiner.	**IFS**
	DMcP provided update of new attendees – Don McGovern EIS Health and Safety Representative, Kevin McIlroy will attend in place of Paul Lynn and Boyd MacKenzie in place of David Malcomson.	
	CLYDEBANK CAMPUS	
3.5	**Skype/First Aid**	
	DMcP updated committee following talks with Stuart Reid and David Black. There are no current concerns about availability of phones for making first aid calls. However, monitoring will continue.	
3.6	**Muster Points**	
	Roadworks affecting muster points are now complete with the muster points returning to their original location. Monitoring will continue until all works in the area are complete.	
3.7	**Workplace inspections**	
	Inspections will commence shortly as per the recently communicated schedule.	
	JR updated the Committee on a recent visit to Clydebank Campus by BAE Systems. The purpose of the visit was to discuss the suitability of extraction and other control measures within the Welding and Fabrication areas used	**RA**

		Responsibility
	by BAE Apprentices. This highlighted the need for specialist cleaning within workshop areas. Further discussion required to determine responsibility. DG - Workshop areas should be priority for inspections.	
	PAISLEY CAMPUS	
3.8	**Project Updates**	
	CMacN advised that Sharon Doncaster will be providing the subcommittee with updates of Estates project works at future meetings.	
3.9	**Workshop Cleaning**	
	Andy Corbett CQL, has asked which budget pays for the repair, maintenance and cleaning of the ventilation systems. Further discussions are required to determine responsibility.	**RA**
3.10	**Sub Attendance**	
	CMacN noted that attendance has been light at sub-committee meeting, although there are some new curriculum attendees – Fiona Ewart, William McCulloch and Alistair Rodgers. David Malcolmson attended in Sharon Doncaster's absence.	
4	**Review of College Accidents/illness statistics and trends.**	
	The Health and Safety Department are currently reviewing the way incident figures are categorised and reported. This will bring the report in line with the WCS HR Annual Report. A full year's update will be available for the February meeting of the Committee.	**DMcP/MC/LK**
5	**Fire Safety**	
	All planned fire drills and evacuations are now complete – all went well with no serious issues.	
6	**Asbestos Management**	
	PT advised that a meeting of Asbestos Steering Group had taken place on 1st October 2019 and discussions had taken place on a GAP analysis prepared by consultants on the Asbestos Management Plan. There were no significant issues identified. A programme of inspections would be initiated and completed on a phased basis. Staff awareness training will also continue as appropriate.	
7	**Update on Health and Safety Training, Communications and Developments**	
7.1	**Smoking**	
	See Item 2 – Smoking	
7.2	**First Aid**	
	MC informed the committee the mobile phones have now been received for the Paisley First Aiders and would be used on a shared basis. Mobile phones will be also be introduced to the Clydebank campus to bring in line with Paisley and Greenock.	**DMcP/MC**
	DMcP advised that all campuses now operate a First Aid rota, and this appears to have been well received.	

DG stated that this was a significant improvement as differences in respect of first aid arrangements at campuses had previously been raised at LJCNC meetings.

8 Occupational Health

The programme is progressing well at both Paisley and Greenock campuses. Some further work is required at Clydebank campus, although clinics are continuing with fairly good attendance.
LK has been working on OH data base to improve the scheduling and this was welcomed by Committee.

9 Feedback from Workplace Safety Inspections

Schedule has been circulated and inspections have taken place at Paisley and Greenock campuses. Clydebank campus inspections will be commencing shortly.

10 Enforcement Authority Contact (Visits Communication Action)

No Visits.

11 Healthy Working Lives

JR advises committee that the flu vaccinations have taken place again this year. Two clinics per campus were arranged for this year, although a shortage of vaccinations delayed the clinic for a few days.
DG advised that 218 staff had attended for flu injections.
Health checks have been offered and completed at Greenock campus. Similar health checks will be organised for Clydebank and Paisley campuses during the March CPD days if possible.

12 AOB

12.1 PT highlighted the lack of attendance from the Trade Unions at recent Committee meetings. DG stated that he would raise this with trade union representatives as they had a valuable contribution to make to discussions at the Committee. **DG**

12.2 On behalf of the Committee, DG thanked David Black for his significant contribution as he prepares to retire in December.
He confirmed that Rob Aitken, Assistant Principal, had agreed to replace DB as chair of the Clydebank Campus Sub Committee.

Date and Time of next meeting

Wednesday 19th February 2020, Paisley Campus, Abercorn 4. 10.00am

Health & Safety Committee Minutes
19th February 2020
Paisley Campus

Present:

David Gunn (Chair)	Director Organisational Development & HR
Joe Rafferty	Head of Organisational Development & HR
Peter Thorne	Head of Estates
Albert Sorrie	Unison Health and Safety Representative (Greenock)
Donna McPate	Health and Safety Advisor (Greenock Campus)
Mandy Cameron	Health and Safety Advisor (Paisley Campus)
Susan Ferrie	EIS/FELA Health and Safety Representative (Clydebank)
Douglas Porter	EIS/FELA Health and Safety Representative (Paisley)
Nicky McDonald	Unison Health and Safety Representative
Chris Bett	Student Vice President

Apologies:

Rob Aitken	Assistant Principal Technology and Skills
Cathy MacNab	Assistant Principal Performance and Skills
Iain Forster-Smith	Assistant Principal Student Life and Skills
Don McGovern	EIS Health and Safety Representative (Greenock)

Responsibility

1 Review of Previous Meeting Notes and Action Points

Minutes were reviewed and agreed as an accurate record of meeting.

2 Matters Arising from Minutes

Smoking

DG advised the committee that the issue was discussed at an SMT meeting and the Principal had been having discussions with the Students Association

CB confirmed that discussions had taken place with the Principal regarding the problems with smoking and they had explained to her that in their view the current policy was not working. The Student Association were of the view that designated smoking shelters should be reintroduced. They were also of the view that smoking signage should be improved.

CB stated that it was difficult for students to go up to the Renfrew Road to smoke.

CB expressed health concerns about individuals smoking outside of the nursery at Renfrew North which is a health hazard

JR stated that smoking has always been an issue at Renfrew North Building, but the situation had worsened since the smoking shelters have been removed.

AS advised the committee they have reintroduced a smoking shelter away from the Greenock Campus entrance and it is not used. Smokers continue to smoke at the entrances and when moved on they return.

PT stated that it was difficult to quantify the number of smoking shelters but at Paisley there would be a need for at least half a dozen with a cost of at least £10,000 per shelter, inclusive of ground works.

PT stated that there were issues with the capacity of the shelters and staff or students would not walk through the rain to the shelters and still congregate around College entrances.

AS raised the issue of students smoking cannabis outside Greenock Campus. He stated that the Community Police had recently visited the campus.

PT advised that this matter had been raised with the SMT.

DG noted that smoking of cannabis was a criminal offence and advice should be taken from the Police. He explained that IFS had a meeting scheduled with the Community Police and an update would be provided once this has had taken place. **IFS**

JR stated that there was a serious health and safety issue when students smoking cannabis were using tools and machinery in workshops.

MC asked if an awareness campaign on smoking by the student's association could be arranged.

CB agreed to take this proposal to the Students Association to look at creating a campaign to raise awareness of the dangers of smoking and second-hand smoke, incorporating the concerns relating to smoking at Renfrew North outside of the Nursery. **SA**

This campaign could also highlight the danger of cannabis use and the effect on the health and safety of users and others while at college and using machinery.

DP stated that he was looking for confirmation on if Lecturers could smell cannabis from students, could they take disciplinary action under the Student Disciplinary Procedure with the full support of Senior Managers. He also asked if a policy or guidance would be implemented to support Lecturers when faced with this situation.

DG stated that this was a serious breach of student discipline and a Lecturer would be fully supported in respect of action taken under the Student Disciplinary Procedure.

DG stated that there must be a zero-tolerance approach to the use of cannabis as it is illegal.

DG stated that it was clear to the Committee that, like many organisations, the College still had issues with preventing smoking on its premises. A

reconvened meeting of the smoking group could possibly be considered. He would raise these issues with the SMT in terms of how to take them forward.

DG advised update will be provided at next meeting. **DG**

DG thanked CB for his very helpful input to the Committee.

Asbestos

DG stated that a scheduled meeting of the Asbestos Management Group had been cancelled. A further meeting had been scheduled on 13 March 2020.

PT stated that as previously advised to the Committee, the company used by the College to assist with the management of asbestos was taken over by another company and due to this, the labelling has not been completed in accordance with agreed timescales. A further meeting would be arranged with the company.

DG confirmed that the College was compliant with legislative requirements.

Cardiac Screening

DMcP stated that she would continue to monitor the CRY website for information on local events.

First Aid

MC stated that a meeting will be set up with the Reception Manager to discuss the First Aid arrangements for the 3 campus in respect of use of mobile phones by those on the First Aid Rota. **DMCP/MC**

Clydebank campus is seeking to recruit First Aiders and looking to carry out a recruitment drive. The preference in the first instance would be for Support Staff to become First Aiders as teaching staff cannot be released from classes at short notice. **DMcP/MC**

3 Input from Sub Committees

Clydebank

The Sub Committee had its first meeting with RA as the chair.

First Aid

DMcP/MC raised the issue around evening lets and first aid provision, as there have been a few incidents while groups were using the sports hall. They will seek to collect contact information relating to the lets to ensure first aid and emergency arrangements are in place and that these users are familiar with emergency arrangements. **DMcP/MC**

Glass waste

Glass waste is accumulating, and Health and Safety Advisors are not aware if waste contract includes glass waste. To be clarified with DT. **DMCP/MC**

DMcP advised that in Greenock campus a separate contractor collects tube light bulbs. She is not not sure if that happens in other campuses. **DMcP/MC**

Fire Safety **JR**

Gary McIntyre is arranging Fire Warden training and has some provisional dates. MC and DMcP have also requested that he arrange Evacuation Chair training across the three campus.

Committee Meetings Dates

Dates of future meetings are being reviewed to allow some time to ensure statistics and minutes are available for discussion at the College Health and Safety Committee.

Work Inspections

Workplace inspection are continuing but slightly behind schedule for various operational reasons.

Greenock

DMcP chaired the meeting in the absence of IFS

Waterfront

David Gemmell has been recruited as a Health and Safety Representative for the Waterfront Campus and training on fire panel has been requested. **PT**
PT will investigate this as PMA's get overtime to stay at Waterfront Campus while on lunch breaks. There should be cover in place without the need to train other staff.

Finnart Street Entrance

The issues with uneven stairs edge and water pooling is being discussed with contractors with a view to finding a solution.

Reception Incident

TheHealth and Safety Advisors will arrange to speak with reception staff and Scott Campbell regarding a recent incident where a member of staff covering reception was approached by a member of the public and felt threatened. **DMcP**

MC and DMcP are attending a CDN event next month on protecting workers in this situation and will report back on good practice. **DMcP/MC**

DG stated that the Violence and Aggression Procedure will be reissued to all staff and he will highlight the online training. DG stated that this type of incident was infrequent, but staff had to be aware of the procedure and how to deal with potential situation that might arise **DG**

Paisley

Occupational Hygiene Monitoring

MC confirmed that Mabbett's have completed the OH monitoring tests within the Roof Slating Workshop. They were awaiting results and will update at next meeting. **MC**

Carpark lighting

Estates update - a contractor has been employed to fix lighting in carpark.
PT stated that this has been delayed due to the weather and should be complete by the end of the week (21/02/2020)

Chairs

MC raised the issue of chairs breaking in classrooms and a recent incident that has resulted in a claim from a student. She asked if chairs should be getting replaced on a scheduled basis?

PT stated that we have chairs that are collapsing because they are old.
JR stated that the College is exposed to further claims and, to him, that was a cause for concern from a health and safety perspective.

PT stated that chairs were breaking because of inappropriate use by students.

DG stated that there may be misuse of chairs, but some of the incidents reported to him related to students just sitting on a chair correctly and still it collapsed.

PT stated there is no guidance on the lifespan of chairs and budget restraints will not allow us to replace them on a large scale. To replace 10% of the total chairs would be over £300,000.

DG asked if we could identify items that are not fit for purpose.

PT stated that we don't have an asset register for furniture.

PT stated that this is also about overall Estates budget and we must prioritise expenditure.

JR stated that it was important for us to prioritise the chairs and furniture that had to be replaced but we need more information to implement this approach.

PT stated that it was about adopting a risk-based approach.

JR stated that we need to have suitable information on faulty furniture to implement a risk-based approach.

PT will liaise with JR and collect relevant information on reports of broken furniture from Health and Safety and the Estates Helpdesk as a starting point. They would also prepare a procedure for reporting broken furniture. **PT/JR**

4 Review of College Accidents/illness statistics and trends.

Statistics

DMcP advised the committee that the recording and reporting of the accident statistics was previously done on a quarterly basis, with annual figures then recorded from August until July. We have now changed the annual reporting period to January to December in line with the Annual HR report

Incident categories have been revised to clearly show which accidents specifically relate to work or course activity, and which are attributable to other college activity. Previously, accidents out with work or course activities

were classed as First Aid only, not Accident. This was not giving a true reflection of accident statistics.

JR stated that it was important to note that accident and incident rates have been quite low. This improved reporting will show where there may be further areas of risk and allows us to follow up if necessary.

Following a query from the Greenock Campus sub-committee, it was agreed mental health first aid calls would be recorded in the database as a separate category. **LK**

DP requests clarification on the reporting of violence and aggression incidents. It was explained that they were recorded if reported, which was not always the case.

Graffiti incidents

AS reported on graffiti incidents in toilets which had the potential to affect staff in terms of their wellbeing.

AS stated that Estates were trying to identify the individual(s) responsible for the graffiti.

5 Fire Safety

Paisley

MC stated that due to a recent evacuation, a meeting will be called to discuss the fire arrangements in Paisley campus. JR will arrange a meeting with Scottish Fire and Rescue to gain advice on current procedures in respect of evacuating more than one building at a time. **JR**

6 Asbestos Management

No meeting has taken place. See Section 2 – update will be provided at next meeting. **DG**

7 Update on Health and Safety Training, Communications and Developments

Compulsory online training

DG advised that online training is mandatory, and Gary McIntyre will be checking for staff who have not completed this type of training. Some staff have experienced issues with logging in. SF confirmed webmaster and IT could help with issues logging in, or the matter can be referred to Gary McIntyre.

PT asked when (Cleaning/PMA's/GA's/Refectory) staff were expected to do this training as they did not have time in their schedule to complete the online training.

DG will take to SMT, although he would have expected that Managers to make adjustment to a work schedule to allow completion of the training. **DG**

PT stated that this would mean in the case of Cleaners that not all areas would be cleaned.

DMcP suggested that CPD days would be the best time for these staff to complete training due to reduced cleaning/catering requirements.

8 Occupational Health

DG informed the committee that the current Occupational Health Provider (Integral), will no longer be providing Occupational Nurse services in respect of health surveillance and have given 3 months notice. This will be put out to tender in accordance with Procurement procedures.

JR advised that we will ensure that we have alternative arrangements in place for August.

AS enquired if this will include the flu jags service. JR reported that the flu vaccinations service provided last year was a remarkable success the College had booked twice as many clinics as last year and had twice as many people attending, so it is hoped that this type of arrangement is ongoing.

9 Feedback from Workplace Safety Inspections

Reported above.

10 Enforcement Authority Contact (Visits Communication Action)

No contact from Enforcement Authorities.

11 Healthy Working Lives

Meeting Update

JR stated that action points from the recent HWL meeting had been circulated to committee members. The newly formed HWL now consists of representation from various departments, including the Student Association, with a view to working together to look at health promotion for staff and students. IFS will now lead this group.

Students Breakfast

JR reported that the College had trialled a free breakfast for students during the Mental Health Week in May. IFS is keen to ensure every student has access to a healthy breakfast and hopes to make this a regular initiative.

12 Health and Safety Policy

The amended Policy had been circulated to committee members. It was reviewed due to structure changes in the Health and Safety Department.

A new Chair of the Board of Management will be announced soon, and he/she will sign the Health and Safety Statement which will be on display in each campus. **DG**

Any comments to be sent to DG who explained that the Policy would be taken to the SMT for approval on 3 March **ALL**

13 AOB

PT commented that at the last meeting, a draft Lone Working Policy was discussed. He asked if there is any update on this. DG confirms the policy was approved by the SMT and is on the intranet.

DG thanked the committee members for their contributions during constructive discussions.

Date and Time of next meeting

Wednesday 20th May 2020 10.00am – Clydebank Campus – Cunard Suite

HR & CDC
17.03.20
Paper 14

TITLE: **REMIT, MEMBERSHIP AND PROPOSED SCHEDULE OF BUSINESS 2019/20**

Background: **The Committee is asked to note:**

1. A proposed Schedule of Business for 2019/20 - subject to review and adjustment in light of the business coming forward.

2. The Remit, membership and Committee dates.

Action: The Committee is asked to note this for information.

Lead: Shirley Gordon, Secretary to the Board

Status: Open

PROPOSED SCHEDULE OF BUSINESS 2020/21

Human Resources and Corporate Development Committee

Date of meeting	Agenda items	Deadline for Papers
17 March 2020	Competitor Analysis Curriculum Planning Reports Modern Apprenticeships Alternative Income Report Update on actions from Workforce Plan Update on actions from Employee Health and Wellbeing Strategy	
Tuesday 5 May 2020	Approach to Social Media Approach to Commercial Activity and FWDF HR Report 2019 People Strategy Various Audit Reports Staff Survey Report	
Wednesday ?? September 2020	TBC	
Wednesday ?? November 2020	TBC	
Wednesday ?? February 2021	TBC	
Wednesday ?? May 2021	TBC	

West College Scotland

Board of Management

HR and Corporate Development Committee

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

1. Remit

a) To ensure that the College builds its external reputation and is established as a preferred 'partner of choice' and builds appropriate strategic partnerships that support the delivery of its vision and business portfolio.

b) To ensure that the College manages and develops its strategy to maximise additional income and develop new opportunities, receive regular reports on activity and income from Corporate Development and make recommendations to the Board on strategic issues relating to externally funded initiatives.

c) To consider the current and future external factors which may strategically impact upon the College commercial business and Committee remit.

d) To ensure the development and communication of the College's reputation among students, staff, commercial customers and other partners.

e) To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.

f) To agree a three-year People Strategy for the College, for approval by the Board and to review progress against key milestones.

g) To ensure that the College complies with all aspects of employment, health and safety, data protection and freedom of information legislation taking account of accepted good practice in the operation of effective and efficient policies, procedures and systems in the following areas:
- Equality, Diversity and Inclusion.
- Learning and Development.
- Employee Relations.
- Health, Safety and Wellbeing.
- Workforce Planning.
- Payroll
- Freedom of Information and Data Protection

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

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

i) To provide regular updates on National Bargaining.

j) Any other matters as required by the Board of Management.

2. Membership

Membership of the Committee will comprise:

- The Principal
- 3 members of the Board of Management
- 1 Co-opted member

Senior Officers in attendance to include the:

- Vice Principal Educational Leadership
- Director Organisational Development and HR
- Assistant Principal, Enterprise and Skills
- Director, Communications, Policy and Planning (where business items were relevant)
- Secretary to the Board

The Committee is empowered to invite other members of the Senior Management/Executive team to attend meetings of the Committee.

The Committee is empowered to invite external advisors and stakeholders as appropriate to contribute to discussions.

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

Other Board members can attend the meetings, with the approval of the Chair of the HR and Corporate Development Committee.

Committee members will be appointed to serve a four- year term or for the period of their term of office.

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

3. Frequency of Meetings

Normally will meet four times per year. Additional meetings will be convened as necessary.

4. Quorum

A quorum will be two members of the Board of Management.

5. Secretariat

Secretary to the Board of Management.

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

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

6. Review

The Remit will be subject to review annually.

Version Control

Approved by the Committee – 21 January 2020
Approved by the Board – 3 February 2020

Membership

The Principal	Liz Connolly
3 members of the Board of Management	Mark Newlands (Chair) Linda Johnston Jim Hannigan Sabira Akram
1 Co-opted member	David Mark
Vice Principal Educational Leadership	Stephanie Graham
Director Organisational Development and HR	David Gunn
Assistant Principal, Enterprise and Skills	Sara Rae
Director, Communications, Policy and Planning (where business items were relevant)	Diarmid O'Hara
Secretary to the Board	Shirley Gordon
Chair, Board of Management (ex offcio)	Dr Waiyin Hatton

Dates of Meetings in 2019/20

17 March 2020 at 4pm
Tuesday - 5 May 2020 at 4pm

Dates of Meetings in 2020/21

TBC – will be Wednesdays starting at 4pm.

SG 220120