West College Scotland

HR AND CORPORATE DEVELOPMENT COMMITTEE
TUESDAY 15 SEPTEMBER 2020 at 4.00 p.m.
Via the Teams link sent by the Secretary

AGENDA

General Business

1. Apologies

2. Declaration of Interests

3. Minutes of the Meeting due to be held on   Enclosed   MN
    Tuesday 5 May 2020
    .1 Actions from the Minutes   Enclosed   MN

4. Matters Arising from the minute
    (not otherwise on the agenda)

Main Items for Discussion

5. Alternative Income Report   Paper 5   SR

6. Social Media Activity   Paper 6   FMcL

7. Internal Audit Report – CPD   Paper 7   DG
    (at the request of the Audit Committee)

8. Update on Mobilisation Group   Paper 8   DG

9. Multi-Generational Workforce Strategy   Paper 9   DG

10. Risk Strategy and Register   Paper 10   MN

11. Reports from Sub Committees   Paper 11   DG

12. Committee Remit, Membership and Dates of Meetings   Paper 12   SG

13. Any Other Business
    • General review of the Committee since the merger   Paper 13   DG
      of the CDC and ODHRC
    • Date of Next Meeting - Wednesday 4 November 2020 – 4 till 6pm – **Location
      tbc**.

                                                               Shirley Gordon
                                                               Secretary to the
                                                               Committee

HR and CORPORATE DEVELOPMENT COMMITTEE

MINUTES: TUESDAY 5 MAY 2020 – via Skype.

MEMBERS: Mark Newlands (in the Chair), Jim Hannigan, Linda Johnston, Liz Connolly, Sabira Akram.

IN ATTENDANCE: Stephanie Graham (Vice Principal Educational Leadership), Sara Rae (Assistant Principal, Enterprise and Skills), David Gunn (Director of Organisational Development and HR), Waiyin Hatton (Chair of the Board) and Shirley Gordon (Secretary to the Committee).

APOLOGIES: David Mark (co-opted member), Diarmid O'Hara (Director, Communications, Policy and Planning),

CDM245 DECLARATIONS OF INTERESTS

The following declarations of interest were recorded and noted:

- Liz Connolly: Trustees of the West College Scotland Foundation.
- Jim Hannigan: Skills Development Scotland.
- Sabira Akram: Scottish Qualifications Authority.
- Waiyin Hatton: Wai Beyond, People and organisational development consultancy; Harvey McMillan, People and organisational development consultancy; Action Against Stalking; Ayrshire Sportsability; Scottish Chamber of Commerce.

CDM246 MINUTES

The Chair welcomed everyone to the meeting being held via Skype due to the lockdown and thanked all members for agreeing to consider the business of the last meeting by email due to the imminent announcement of the national lockdown.
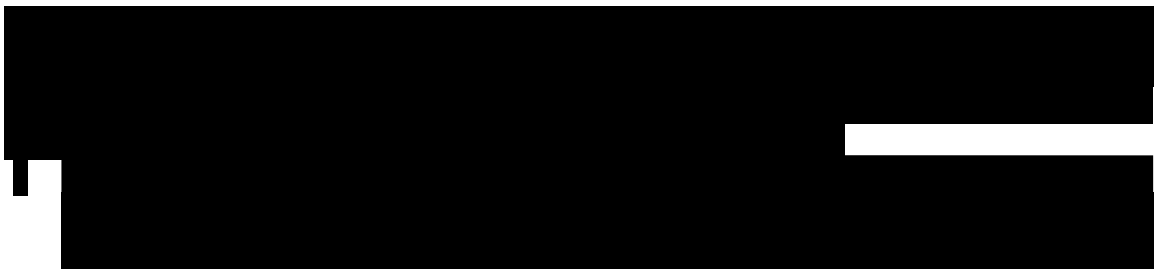
The minutes of the meeting conducted by email on Tuesday 17 March 2020 **were approved.**

The actions from the minutes **were noted.**

CDM247 MATTERS ARISING FROM THE MINUTES (NOT OTHERWISE ON THE AGENDA)

There were no other matters arising from the minutes not otherwise on the agenda to be considered.

CDM248 ALTERNATIVE INCOME REPORT

CDM249 HR REPORT 2019

The Director Organisational Development and HR updated on a range of activities covered by the Organisational Development and HR Directorate during 2019 and reviewed key OD and HR performance indicators. He sought any feedback from the Committee on the draft HR Report 2019 prior to its submission to the Board on 15 June 2019.

The Director Organisational Development and HR led the Committee through the report explaining that, where possible, the indicators were compared externally against relevant data from the Scottish Government, Chartered Institute of Personnel and Development (CIPD), Scottish Funding Council (SFC) XpertHR and the Office for National Statistics. The report incorporated progress made on implementing the People Strategy 2016-2019. He added that the report, when finalised, would be circulated to recognised trade unions and made available to all staff on the College intranet.

The Director Organisational Development and HR summarised the college HR Metrics (including the staffing profile, employee turnover, length of service and sickness absence). He described the considerable progress made on the equality, diversity and inclusion agenda in the past year adding that, in accordance with the People Strategy "the college aims to continue being an inclusive organisation which respects and encourages diversity in all activities. In achieving this aim, the college will be proactive in removing barriers for its staff and students to enable them to achieve their potential". He provided key highlights of actions taken to advance equality, including the provision of a new online Equality, Diversity and Inclusion (EDI) course for staff with enhanced user engagement, developing an effective response to Gender Based Violence, and showcasing EDI work to the national College and Universities sectors. A biennial Statutory Equality Report which reflected on progress halfway through the life span of the Equality Outcomes had also been published.

The Director Organisational Development and HR described how the college had also been able to refer to college staff equality data as a result of a new annual report provided by the Scottish Funding Council (SFC). WCS equality data compared well with the sector, particularly with reference to gender and disability. Overall, the changes in the college's equality data on an annual basis could be described as nuanced and incremental, except for an increase in the gender pay gap which had been affected by pay harmonisation. He noted that WCS had a significantly higher proportion of staff aged over 50 than the national indicators.

In respect of Learning and Development, the Director Organisational Development and HR reported that a total of 938 delegates attended 129 internal and 162 external staff development events. Several CPD / Curriculum and Development Days had also taken place over the last year. The Teaching in Colleges Today programme (TiCT) was now well embedded within WCS. Following an agreement as a result of national bargaining, there was a contractual requirement for any commencing employee on or after 1 April 2019 who did not hold a recognised lecturing qualification to successfully complete such a qualification within two years of taking up a position in any FE college, subject to local operational

requirements. There were currently 10 lecturers undertaking the TQFE course provided by the University of Dundee.

The Director Organisational Development and HR described how the college had maintained good working relations with trade union representatives (EIS, Unison and Unite) during a continuing period of volatile industrial relations associated with national bargaining.

In relation to Resourcing and Talent Planning, the Director Organisational Development and HR reported that a significant sector-wide job evaluation process for support staff commenced in March 2019. This had required considerable co-ordination within the college led by the Organisational Development and HR Directorate. Workforce planning activities were extended to an operational level in 2019 highlighting priority actions relating to, for example, an ageing workforce, digital literacy and recruitment. WCS took the initiative to establish a sector-wide iTrent User Group and this had been widely welcomed and received widespread support from other colleges using this HR and Payroll System. The college achieved accreditation to deliver the GTCS Professional Review and Development Scheme which potentially had significant implications for the professional development of teaching staff.
The college Employee Health and Wellbeing Strategy, developed in 2018, was successfully implemented in 2019. A successful joint (student and staff) mental health awareness month in May 2019 led to the creation of a Student Health and Wellbeing Strategy mirroring the Employee Strategy. This work was recognised with a College Development Network (CDN) Award in November 2019.

WCS was suitably prepared for the introduction of the General Data Protection Regulation (GDPR), which came into force on 25 May 2018 and had since been superseded by the Data Protection Act 2018. The college employed a Data Protection Officer under a shared service agreement, and data protection activity was directed by the GDPR Steering Group chaired by the Director Organisational Development and HR.

The Committee commended the level of detail in the report whilst recognising the many challenges. In response to a question about the differences recorded in work related stress between support staff and academic staff, the Director Organisational Development and HR provided some likely reasons for this trend and added that he would investigate the reasons and provide further detail to the Committee for inclusion in the final report to the Board.

The Committee requested that the section on Incidents and Accidents (Paragraph 8.3 of the Report) include statistics over a number of years to allow for any trends to be seen (rather than simply year on year comparisons).   **{ACTION – DG}**

The Committee noted the report and agreed to its submission to the 15 June 2020 Board meeting following the one addition described above.

CDM250   **MULTI-GENERATIONAL WORKFORCE STRATEGY**
The Director Organisational Development and HR explained that changing demographics, which projected a continuously ageing population, had led to

workplaces becoming increasingly multi-generational. The Multi-Generational Workforce Strategy addressed the workforce planning challenges that the college must address as a result of the change in demographics. He led the Committee through the draft document and explained that an action plan would be prepared to fully implement the Strategy.

The Committee suggested that the strategy would benefit from a more holistic approach describing what it hoped to achieve and by when. The overall sense of direction was welcomed but, with the addition of some contextual detail, it could easier identify any gaps currently in existence. The Director Organisational Development and HR alluded to much of the detail also contained in the WCS Workforce Plan 2019-2024 and agreed to revise the Multi-Generational Workforce Strategy cross-referring to this, providing some additional context and including the action plan for further consideration at the next meeting.

{ACTION: DG / SEPT AGENDA}

The Committee agreed that the Multi-Generational Workforce Strategy be further modified as described above for further consideration in September.

CDM251   APPROACH TO COMMERCIAL ACTIVITY AND FWDF

CDM252 COMMITTEE REMIT, MEMBERSHIP AND DATES OF MEETINGS

The Committee was asked to note and approve its remit, current membership list and 2020/21 proposed meeting dates.

The Committee suggested the following amendment in relation to its remit:

Section 2 – Membership:
- Currently read "Membership of the Committee will comprise: The Principal, 3 members of the Board of Management and 1 Co-opted member".
- Should read "Membership of the Committee will comprise: The Principal, *at least* 3 members of the Board of Management and 1 Co-opted member".

The Committee approved its current membership list and 2020/21 meeting dates being:

- Tuesday 15 September 2020 – 4 till 6pm
- Wednesday 4 November 2020 – 4 till 6pm
- Wednesday 10 February 2021 – 4 till 6pm
- Wednesday 12 May 2021 – 4 till 6pm

The Committee agreed that the remit be revised as noted above and submitted to the September meeting for approval.   **{ACTION: SG / SEPT AGENDA}**

CDM253 ANY OTHER BUSINESS
- No other business items were raised.
- Date of next meeting: Tuesday 15 September 2020, Campus TBC

HR & CD Committee: Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
5 May 2020	CDM249	**HR REPORT 2019** 1 - The Committee requested that the section on Incidents and Accidents (Paragraph 8.3 of the Report) include statistics over a number of years to allow for any trends to be seen (rather than simply year on year comparisons). 2 - The Committee noted the report and agreed to its submission to the 15 June 2020 Board meeting following the one addition described above.	Both actions – D Gunn	1 – duly added 2 – was submitted to 15 June 2020 Board **COMPLETE**	1 – Complete 2 – Complete
"	CDM250	**MULTI-GENERATIONAL WORKFORCE STRATEGY** The Committee agreed that: 1 - the Multi-Generational Workforce Strategy be further modified as described in the minute. 2 - for further consideration in September.	D Gunn	1 – duly modified 2 – on September 2020 agenda	1 – Complete 2 – Sept 2020 agenda item
"	CDM252	**COMMITTEE REMIT, MEMBERSHIP AND DATES OF MEETINGS** The Committee agreed that the remit be revised as noted in the minute and submitted to the September meeting for approval.	S Gordon	Remit revised as noted in the minute and submitted to the September meeting for approval.	Sept 2020 agenda item
12 March 2020 Audit Committee meeting	AM476 - INTERNAL AUDIT REPORT – EQUALITY	The Audit Committee approved the report and agreed it should also be considered at the next HRCDC meeting.	David Gunn	COMPLETE	Was considered by HRCDC at 17 March 2020 meeting - COMPLETE

	AND DIVERSITY				

TITLE: **ALTERNATIVE INCOME UPDATE**

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Status: Restricted. This item is commercially sensitive.

Title: **Social Media Activity**

Background:
The Directorate's Marketing & PR Executives manage the College's social media platforms which include:

•   Facebook: 18K+
•   Twitter: 6k+
•   Instagram: 2k+
•   LinkedIn: 1.8k+

Each Executive has several sectors they work with, and each takes responsibility for managing the posts for that area. Some teaching areas have their own pages which Executives will give advice on where required and share content. Departments that have such accounts are few and far between but those that do are generally quite good at keeping them up to date with relevant content. Over the past few months, the Executives have been encouraging staff and departments to take some ownership for recruitment by encouraging them to like, comment and share content across their own platform to increase our awareness reach.

The Executives use Facebook, Instagram and Twitter for paid advertising promotions. As you can see, the College has quite a healthy following on our channels which is great – but also very time consuming! With social media evolving all the time, it's a FT job to keep each platform up-to-date with relevant engaging content that is appealing to our audiences.
Over the past 12 months efforts have been made to adapt our content/language in relation to each platform – making it more conversational, reducing text and introducing more video content.

The Executives endeavour to build a social dialogue on a wider level with partners and college stakeholders. There is there is a big scope to do more of this on LinkedIn but again it's time and workload restraints on the team.

From October 2019- March 2020, the department had a Creative Industries: Foundation Apprentice placement that assisted with social media video footage – this was a great resource to have as engagement on our posts increased dramatically.

In January 2020 an amendment was made to the Social Media Policy which aims to provide managers and individual employees with information concerning the use of, or the development of, any social media application, and to help them get the best out of the tools available whilst maintaining a safe professional environment and protecting themselves, as well as the College. It's not due to be reviewed until 2023.

Action: The Committee is asked to note the report.

Lead: Fiona McLaren, Marketing and PR Executive

Status: Open

TITLE:	**INTERNAL AUDIT REPORT – CONTINUING PROFESSIONAL DEVELOPMENT**
Background:	As part of the internal audit programme for 2019-20 Scott Moncrieff conducted a review of the processes in place for staff continuing professional development, including annual objective setting and assessment, development planning and reporting of CPD implementation. ***This report will be presented to the next HR and Corporate Development Committee for review.***
Action:	The Audit Committee is requested to consider and approve the contents of this report.
Lead:	Elizabeth Young, Director
Status:	Open

1.   Introduction

1.1   Continuing Professional Development (CPD) is the term used to describe the learning activities staff engage in to develop and enhance their abilities. It has the intention of ensuring learning becomes conscious and proactive, rather than passive and reactive. CPD combines different methodologies for and approaches to learning, such as training workshops, conferences and events, e-learning programs, best practice techniques and idea sharing.

1.2   A structured, practical and methodical approach to learning helps employers to retain staff and develop the skills and knowledge in their organisation in order to maintain a sustainable and competitive advantage. Engaging in Continuing Professional Development ensures that qualifications do not become out-dated or obsolete, enabling staff to continually 'up skill' or 're-skill' themselves, regardless of occupation, age or educational level.

1.3   In line with the Internal Audit Plan for 2019-20, Scott Moncrieff reviewed the processes in place for staff continuing professional development, including annual objective setting and assessment, development planning and reporting of CPD implementation.

2.   Conclusion

2.1   The review concluded that:

West College Scotland has continuing professional development (CPD) and staff induction processes in place that comply with national guidance, reflect best practice in many areas and are recognised by the General Teaching Council for Scotland.

2.2   The report identified several areas of good practice including:

- A centralised, electronic CPD review process has been developed and clearly articulated within the College's Continuing Professional Development Review (CPDR) Procedure. The CPDR procedure and CPD review system are easily accessible to all staff via the College's intranet portal.
- The College is committed to developing an annual staff training programme and all areas across the organisation are fully engaged in the process, ensuring the training programme is focused on meeting the training and development needs of all staff.
- The College has developed a suite of mandatory training courses for new members of staff that includes: Safeguarding Essentials, Equality and Diversity Essentials, Data Protection, Information Security Essentials, Fire Safety and Understanding Health and Safety.
- The General Teaching Council for Scotland reviewed and validated the College's Professional Update, CPD and training processes in June 2019, and confirmed that the College has made "a strong commitment to the ongoing enhancement of learning and teaching through high quality professional learning and structures to support this".

2.3   The report identified seven areas for improvement, including two grade three recommendations, that if addressed would strengthen the College's control framework. These are as follows:

- Individual CPD plans should be aligned to the College's corporate objectives and operational plans, as well as the Annual Staff Training Programme;
- The Organisational Development and HR team should consider introducing regular CPDR record reviews;
- Organisational Development and HR should notify new starts of the mandatory training requirements and target completion dates on their first day of employment or, where this is not possible, at the earliest opportunity;
- Staff should be reminded that their participation in the CPDR process is mandatory;
- The annual HR report to the Board of Management and staff should include an update on CPD and the completion of mandatory training; and
- The College should regularly monitor the completion of mandatory training and remind staff, and their line managers, when training isn't completed within the agreed timescales.

2.4   The College has accepted the recommendations and initiated the management actions noted in the report to address the issues identified. The recommendations will be added to the Rolling Audit Action Plan for monitoring purposes.

2.5   The internal audit report will be presented to the next HR and Corporate Development Committee for review.

3.   Recommendation

3.1   The Audit Committee is requested to consider and approve the contents of this report.

West College Scotland

Internal Audit Report 2019/20

Continuing Professional Development

April 2020

West College Scotland

Internal Audit Report 2019/20

Continuing Professional Development (CPD)

Audit Sponsor	Key Contacts	Audit team
David Gunn, Director Organisational Development and HR	Joe Rafferty, Head of Organisational Development and HR Gary McIntyre, Organisational Development Manager	Elizabeth Young, Audit Director Claire Beattie, Audit Manager Nadia Goode, Assistant Manager Matthew Robson, Internal Auditor

Executive Summary

Conclusion

West College Scotland has continuing professional development (CPD) and staff induction processes in place that comply with national guidance, reflect best practice in many areas and are recognised by the General Teaching Council for Scotland.

We have, however, identified opportunities to improve these processes, in particular ensuring that the CPD process is mandatory for staff and that all staff fully comply with the process. We also found that the induction process in respect of mandatory training could be strengthened.

Background and scope

Continuing Professional Development (CPD) is the term used to describe the learning activities professionals engage in to develop and enhance their abilities. It enables learning to become conscious and proactive, rather than passive and reactive. CPD combines different methodologies to learning, such as training workshops, conferences and events, e-learning programs, best practice techniques and ideas sharing, all focused for an individual to improve and have effective professional development.

A structured, practical and methodical approach to learning helps employers across industries to keep key staff and develop the skills and knowledge in their organisations to maintain a sustainable and competitive advantage. Engaging in Continuing Professional Development ensures that both academic and practical qualifications do not become out-dated or obsolete, allowing individuals to continually 'up skill' or 're-skill' themselves, regardless of occupation, age or educational level.

In line with the Internal Audit Plan for 2019/20, we reviewed the processes in place for staff continuing professional development, including annual objective setting and assessment, development planning and reporting of CPD implementation.

Control assessment

■ The College has an approved CPD Review Procedure in place that clearly sets out the College's CPD approach, has been fully communicated to staff and available on the staff intranet portal

■ The College has in place an Annual Training Plan which reflects and addresses organisational strategic, operational and individual training needs, including statutory training requirements

■ The College's Continuing Professional Development and Review process ensures individual development objectives are agreed and related to strategic, operational and individual professional needs with an annual review mechanism in place

■ The College has in place appropriate reporting mechanisms to both staff and the Board of Management to monitor the implementation of the Annual Training Plan including completion of mandatory/refresher training and individual CPD reviews

Improvement actions by type and priority
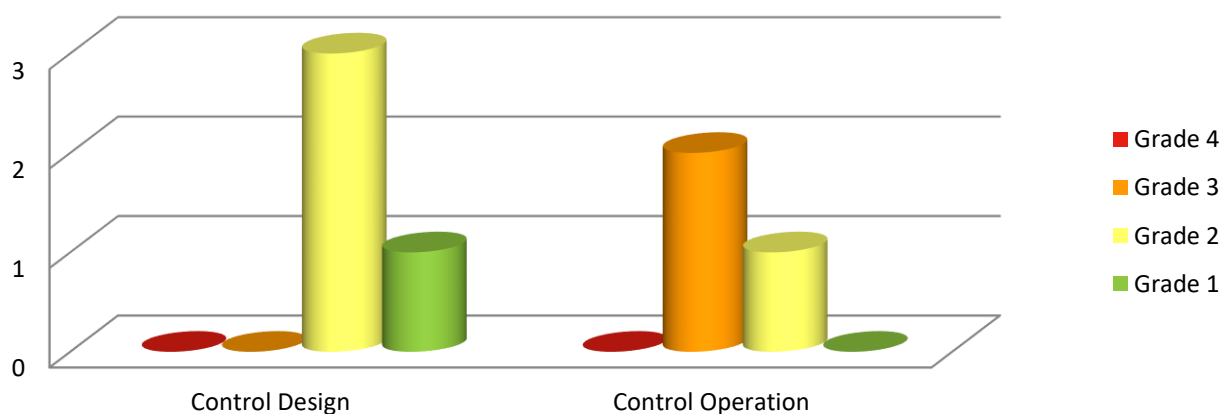
Seven improvement actions have been identified from this review, five of which relate to improving the design of controls, as opposed to compliance with existing controls. See Appendix A for definitions of colour coding.

Key findings

Good practice

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

- The College has developed a centralised, electronic CPD review process that has been clearly articulated within the College's Continuing Professional Development Review (CPDR) Procedure   This captures staff roles and responsibilities and incudes a standard template for use when completing CPD reviews. The CPDR procedure and CPD review system are easily accessible to all staff via the College's intranet portal.

- The College is committed to developing an annual staff training programme and all College Sectors and Departments are fully engaged in the process, ensuring the training programme is focused on meeting the training and development needs of all staff. College Sectors and Departments identify staff training needs through a range of activities such as development days, curriculum reviews and the operational planning process.

- The College has developed a suite of mandatory training courses for new members of staff that includes: Safeguarding Essentials, Equality & Diversity Essentials, Data Protection, Information Security Essentials, Fire Safety and Understanding Health & Safety. All mandatory training is delivered via e-learning modules that are accessible to staff via the Staff Room area in the College's Moodle system, ensuring staff have the flexibility to complete mandatory training at a convenient time.

- The General Teaching Council for Scotland reviewed and validated the College's Professional Update, CPD and training processes in June 2019, and confirmed that the College has made "*a strong commitment to the ongoing enhancement of learning and teaching through high quality professional learning and structures to support this*".

Areas for improvement

We have identified several areas for improvement that, if addressed, would strengthen West College Scotland's control framework. These include:

- Individual's CPD plans should be aligned to the College's corporate objectives and operational plans, as well as the Annual Staff Training Programme

- The Organisational Development and HR team should consider introducing regular CPDR record reviews;

- Organisational Development and HR should notify new starts of the mandatory training requirements and target completion dates on their first day of employment or, where this is not possible, at the earliest opportunity;

- Staff should be reminded that their participation in the CPDR process is mandatory;

- The annual HR report to the Board of Management and staff should include an update on CPD and the completion of mandatory training; and

- The College should regularly monitor the completion of mandatory training and remind staff, and their line managers, when training isn't completed within the agreed timescales.

These are further discussed in the Management Action Plan below.

Impact on risk register

The West College Scotland corporate risk register (dated December 2019) included the following risks relevant to this review:

- Risk 9: Inability to maintain positive staff relations (Risk rating: 9 – Medium)

- Risk 10: Failure to embed Workforce Plan resulting in lack of appropriate resources and skills being developed to achieve College strategic objectives and outcomes (Risk rating: 6 – Medium)

We have concluded that the corporate risks remain valid, relevant and their assessment is in line with our audit findings.

Acknowledgements

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

Management Action Plan

Control Objective 1: The College has an approved CPD Review Procedure in place that clearly sets out the College's CPD approach, has been fully communicated to staff and available on the staff intranet portal

Green

1.1 Mandatory induction training

The College's Staff Induction Procedure sets out five mandatory training modules that new members of staff are required to complete:

- Safeguarding Essentials;
- Equality & Diversity Essentials;
- Data Protection;
- Fire Safety; and
- Understanding Health & Safety.

During our review we were advised that the College issued a staff announcement in February 2020 to advise that a new mandatory training module had been introduced, Information Security Essentials. The introduction of the new mandatory learning module has not been reflected within the Staff Induction Procedure (last updated in August 2019). We confirmed however that new starts are being instructed to complete this training.

Risk

Failure to incorporate all required mandatory training courses within the College's Staff Induction Procedure, may result in staff not completing the required mandatory training, leading to staff not being aware their assigned roles and responsibilities. This could ultimately lead to non-compliance with College policies and potentially non-compliance with legislation and regulations, which may negatively impact the reputation of the College.

Recommendation

The College should revise the Staff Induction Procedure to incorporate all required mandatory training courses, including the newly released Information Security Essentials module. Once revised, the latest version of the Staff Induction Procedure should be issued to all College staff.

Management Action

Grade 1
(Design)

The Staff Induction Procedure will be updated to reflect any changes and will be published on the staff intranet. The Procedure will be reviewed after any material amendments are made and will be updated annually as a minimum. After any update the revised document will be published on the staff intranet.

Action owner: Organisational Development Manager   **Due date:** 31 July 2020

Control Objective 2: The College has in place an Annual Training Plan which reflects and addresses organisational strategic, operational and individual training needs

Yellow

2.1 Alignment of staff training with the College's strategic objectives

The College's annual training planning process includes:

- As part of the College Operational Planning process the development of an annual operational Organisational Development and HR (ODHR) Plan. We reviewed the plan and noted that the plan sets out training targets and outcomes for the period from February 2019 to January 2020, and each training area identified is linked to the appropriate College strategy such as the Workforce Plan, People Strategy, Efficiency Savings, etc.

- The development of an annual Staff Development Programme. We reviewed this programme and noted that the plan lists the training sessions that have been agreed for the period from August 2019 to June 2020, however the proposed training areas are not linked to the College's Corporate Strategy 2019-2025 or other supporting strategies such as the People Strategy, Workforce Strategy, etc.

We also noted that there is no clear alignment between both training planning processes, the ODHR Operational Plan and the Annual Staff Development Programme, to ensure there is no overlap between the two training schedules.

Risk

There is a risk that the College's Corporate Strategy will not be achieved due to the College failing to assess and identify appropriate training and development areas that staff are required to undertake to provide them with the skills needed to support the achievement of the College's strategic objectives, ultimately impact the reputation of the College. In addition, failure to cross reference the College's two training programmes may result in duplicate training being provided to staff members, resulting in unnecessary resource and expenditure costs, which may impact the reputation of the College.

Recommendation

The College should review the Annual Staff Development Programme planning process to ensure a comprehensive training plan is developed that is fully aligned with, and supports the achievement of, the College's strategic objectives. In addition, it would be good practice to align the ODHR Operational Plan and Annual Staff Development Training Programme timetables to ensure the plans are covering the same time periods, as doing so will allow the College to compare both plans before they are agreed to ensure there is no duplication and efficiencies are achieved where possible.

Management Action

The 2020-21 Staff Development Training Plan is not yet finalised due to the challenges relating to COVID-19. The staff training plan will require to be reconfigured to incorporate revised approaches to the delivery of teaching and training through primarily digital methods. The training plan for 2020-21 will be finalised by 30 August 2020. The next suitable point to align both the operational and annual training planning cycles will be during the third quarter of 2020-21 ending April 2021 when both documents will be due to be refreshed and updated.

Action owner: Head of Organisational Development and HR   **Due date:** 31 March 2021

Control Objective 3: The College's Continuing Professional Development and Review process ensures individual development objectives are agreed and related to strategic, operational and individual professional needs with an annual review mechanism in place

Amber

3.1. Completion of CPD Review

The College has a CPDR Procedure that explains the processes to be followed by staff when managing their CPD. The CPD process is mandatory and requires College staff to participate to improve their personal effectiveness by reflecting on work activities, identifying training requirements and agreeing personal development needs through self-evaluation and reflection. College staff are required to attend annual and interim CPD review meetings with their line manager.

The CPDR process was first launched as a pilot project and initially covered the Faculty of Life Sciences and the Student Services and has continued to be relaunched to all staff each year. As at the time of our audit, 326 employees had completed the CPDR process since its initial launch in 2016-17 (29% of total headcount). During our review, management advised that the low uptake of the CPDR process in recent years has been predominantly due to time constraints particularly in curriculum areas.

We tested a sample of 15 completed CPD forms and found that:

- In 3 cases, forms had not been fully completed in respect of the *Review and Self-Evaluation* and *Objective Setting and Personal Development Plan* sections;
- In 5 cases, we were unable to evidence that the *Objective Setting* section of the form had been confirmed as approved by the reviewee; and
- In 8 cases, future objectives did not articulate any linkage to the College's strategic or operational plans.

We were also unable to confirm that interim CPD reviews had taken place for any of the 15 sampled employees.

From our review of the College's CPDR records and our discussion with management, we noted that there is no quality review process undertaken for completed CPDR forms to ensure they are being appropriately completed and are fully compliant with the CPDR Procedure. A robust quality assurance process would better enable the College to ensure forms are completed consistently, and that interim reviews are completed on a timely basis.

Risk

In the absence of completing CPDR reviews, there is a risk that the College may not identify staff training needs, which may result in staff not having the required skills and knowledge needed to effectively deliver their roles. This could lead to poor staff performance which will ultimately impact the performance of the College

Recommendation

The College should consider relaunching the CPDR process with staff being reminded that the completion of the process is a mandatory requirement, this will ensure the College has a clear understanding of individual staff skill gaps and training needs. In addition, the College must ensure the CPDR process is being fully applied when a staff member participate in the process, thus all annual and interim reviews must be scheduled and completed. Management should also implement a quality assurance regime to ensure that all reviews take place in line with the CPDR procedure.

Management Action

Grade 3 (Operation)

The College plans to relaunch the CPDR process and implement a quality assurance regime to ensure all reviews are carried out in accordance with the CPDR process. Due to the operational challenges created by Covid-19 enough time is required to ensure that all staff are capable of fully engaging with the CPDR process. The College will establish a suitable point to relaunch the CPDR process during the 2020-21 year and to implement the required quality assurance process relating to completion and quality of the forms.

Action owner: Director, Organisational Development & HR   **Due date:** 31 March 2021

3.2. Alignment of CPDR development plans with corporate objectives and operational priorities

The College CPDR Procedure requires staff to complete the standard CPDR electronic template which is accessible to all managers and staff. The Procedure requires staff and line managers to link individual CPD objectives to job description, Department/Sector Operational Plan and College Strategic Objectives.

We reviewed a sample of 15 completed CPD forms and noted 8 instances where the forms failed to demonstrate an appropriate connection between an individual's objectives and the College's strategic objectives and/or Sector operational plans. All objectives were linked with the staff members job description and self-evaluation only.

Risk

Failure to align CPDR plans with the College's strategic and operational priorities, increases the risk of the College agreeing and delivering training to staff that will not provide them with the skills and knowledge needed to support the College achieving its strategic objectives, ultimately resulting in the College's stagey failing and the reputation of the College being damaged.

Recommendation

The College must ensure line managers are reminded of the importance of linking staff personal objectives with those of the wider College. Quality assurance checks should be completed by the College to ensure the process is being properly applied by staff and line managers.

Management Action

Grade 2 (Operation)

The relaunch of the CPDR process will make explicit the requirement to link staff personal objectives to the College Strategic Objectives. Quality assurance checks will be completed to ensure that the staff member CPDR forms are being completed as required.

Action owner: Organisational Development Manager   **Due date**: 31 March 2021

3.3 Mandatory induction training

All new members of College staff have direct access to online mandatory training courses via the Staff Room area in Moodle. The Staff Induction Procedure requires all new members of staff to complete all mandatory training modules within 3 months from their start of employment.

We obtained the most up to date mandatory training statistics and noted that completion of mandatory training by new starts was low in all areas:

- Safeguarding Essentials - 31%
- Equality & Diversity Essentials - 42%
- Data Protection - 54%
- Information Security Essentials - 31%
- Fire Safety - 31%, and
- Understanding Health & Safety - 29%.

We tested a sample of 8 new starts and noted that only 2 of these had completed all mandatory induction training within the required 3 months' timescale.

The College email new starters the details of their Moodle access and that the Staff Induction mandatory training must be completed. However, there are no follow up emails issued to remind new starts when the target deadline is approaching, or to chase non-completion after the target date has passed. Management advised that HR are developing a training reminder prompt to remind staff to complete mandatory training, with overdue training notifications also being provided to line managers. Migration of data from Moodle to the HR iTrent database will merge HR and training data and support monthly reporting to facilitate this monitoring process.

We also found that the completion dates of courses recorded within the Moodle induction report were incorrect due to a system error. HR advised that the Technology and Innovation Team had already been made aware of the error, and that this has now been resolved.

Risk

If completion of mandatory induction training not appropriately monitored, there is a risk that staff will be unaware of the College's legal, regulatory and operational requirements. This could result in staff not complying with College policies and potentially laws and regulations, resulting in potential financial sanctions and reputational damage to the College.

Recommendation

We support the College's approach to migrate Moodle data to the HR iTrent database to support the effective monitoring of mandatory training. The College must ensure they regularly monitor the completion of all mandatory training and send reminder emails to staff who fail to complete the training within the required timeframe. In addition, line managers should also be informed of staff who haven't completed mandatory training and they should actively encourage staff to complete the training as soon as possible.

Management Action

A technological process for tracking the completion of staff mandatory training is currently being piloted. The updated quality assurance process will involve quarterly monitoring of staff completion rates with staff who have not completed the required training being notified by email. A separate report will be sent to line managers informing them of their staff who have failed to complete the required training and requesting they ensure that it is undertaken within a set timeframe.

Action owner: Organisational Development Manager   **Due date:** 30 November 2020

3.4 New start mandatory training email notifications

The College issues email notifications to all new members of staff that set out the mandatory training courses that new starts must complete along with the due dates for completion. We undertook detailed testing to confirm training emails had been issued to new starts on a timely basis. From our sample of 8 new starts, who joined the College after 1 April 2019, we noted that:

- In 4 instances, the email notification was issued within 10 days of the employee start date; and
- For all other sampled employees, the email notification was issued more than 30 days after the employee start date, with one email notification exceeding 70 days.

Risk

Failure to notify new starts of the requirement to complete introductory mandatory training on a timely basis could result in staff members not being aware of their roles and responsibilities, leading to non-compliance with College requirements and potentially legislation. This could ultimately result in financial sanctions and reputational damage to the College.

Recommendation

The College should ensure new employees are consistently advised of the College's mandatory training requirements on their start date. This will ensure staff are aware of the training completion deadlines as early as possible allowing them to schedule time to complete the required training within the assigned due dates.

Management Action

Grade 3
(Operation)

A process will be put in place which will ensure all new starts are advised not only of the requirements to complete the mandatory training but of the dates this training must be undertaken by. The new start will be requested to confirm receipt of the notification. The training log will be updated to record this information and will be reviewed each month by the Organisational Development Manager to ensure the notifications have been issued and responded to in a timely manner

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

Control Objective 4: The Colleges has in place appropriate reporting mechanisms to both staff and the Board of Management to monitor the implementation of the Annual Training Plan including completion of mandatory/refresher training and individual CPD reviews

Yellow

4.1 CPD and Induction training reports

A HR Report is provided annually to the Board of Management. The HR Report includes a CPDR section, providing information on the courses offered to staff and levels of attendance that were achieved at these courses. However, we noted that the CPDR reporting section within the annual HR report does not contain information on the uptake and completion of the CPD review process by staff members, nor does it provide any data on the completion of mandatory training by staff.

We were advised that operational updates on CPDR and mandatory training are provided on an ad-hoc basis to Senior Management Team (SMT), the ODHR Committee and to the Staff Development Group. We obtained copies of these updates and noted these were sufficient and provided management with appropriate information on CPD development plans, processes updates, technical solutions etc. Staff are informed on CPD and mandatory training updates through the Staff Announcements that are published on the College's intranet.

Risk

The failure to include CPD Review and Staff Induction progress data within the Board of Management reports, increases the risk that the Board of Management are unaware of underperformance in these areas, resulting in the issues not being discussed and improvement actions being identified and agreed, leading to ineffective high level governance and the continuance of poor staff learning and development processes, ultimately leading to reputational damage.

Recommendation

The College should incorporate CPD Review and mandatory training completion data within the annual HR report. This will ensure transparency of the CPD and mandatory training processes with Board members and will provide an audit trail to demonstrate the progress the College has made towards improving these processes.

Management Action

Grade 2 (Design)

CPD review and mandatory training data including completion data will be incorporated into the annual HR Report along with a commentary on any applicable trends and actions to be taken in the coming year.

Action owner: Head of Organisational Development and HR   **Due date:** 30 April 2021

Appendix A – Definitions

Control assessments

R	Fundamental absence or failure of key controls.
A	Control objective not achieved - controls are inadequate or ineffective.
Y	Control objective achieved - no major weaknesses but scope for improvement.
G	Control objective achieved - controls are adequate, effective and efficient.
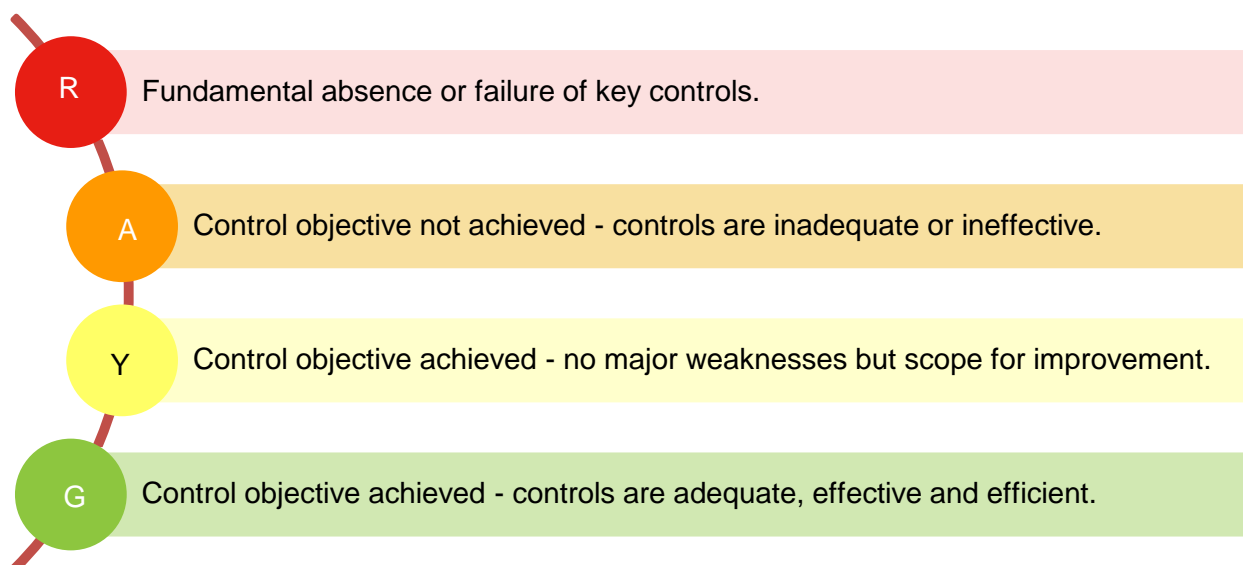
Management action grades

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.

TITLE: **COVID-19 MOBILISATION GROUP PREPARATIONS FOR THE NEW ACADEMIC YEAR**

Background: Like all colleges and universities, the College closed its campuses in March in response to the unfolding Coronavirus pandemic. Since then, staff and students have been undertaking work and learning remotely. The College established a Mobilisation Group to prepare for the phased return of staff and students in the new academic year. This paper provides an update to the Committee on this important work.

Action: The Committee is invited to note the contents of this report and to seek further information of clarification contained within it.

Lead: David Gunn, Director of Organisational Development & HR

Status: Open

Covid-19 Mobilisation Group Preparations for the New Academic Year

Introduction

1. As the Coronavirus pandemic unfolded, the College implemented its Business Continuity Plan that commenced with the creation of a Covid-19 Incident Response Team (IRT).

2. Led by the Principal and composed of senior staff from across the College, the IRT oversaw the physical closure of the College campuses in an orderly manner and the transfer of teaching and operational matters from campus-based to virtual in a very short space of time. The IRT continued to meet on a weekly basis after the closure of the campuses to address a range of operational issues.

3. As face-to-face teaching and learning was suspended and our campuses were closed, our staff and students undertook their work and learning remotely for the remainder of the academic year.

4. Reopening our campuses to both our students and staff in the safest way possible and delivering first-class education and training is of paramount importance to the College. To prepare for a phased return in the new academic year, the College established the Mobilisation Group in June to lead this important work.

Mobilisation Group

5. The Mobilisation Group's membership draws on the skills and expertise of key areas across the College – consisting of estates, curriculum, health and safety, human resources, IT and communications – and includes trade union and student representation. The full membership and remit is enclosed in Appendix A.

6. Chaired by the Director of Organisational Development & HR, the Mobilisation Group meets weekly to discuss progress and actions. To coordinate the significant activity being undertaken in various areas of the College and to ensure that our return is well managed and fully integrated, we have appointed Terry Trundley, formerly CIO of Fife Council and Head of IT at Edinburgh College, as Project Manager. This has been done on a shared service arrangement through HE/FE Shared Technology and Information Service.

7. The work of the Mobilisation Group is underpinned by three clearly defined aims, which are to ensure that we have: the fewest possible people on campus at any one time; the safest possible environment for those on our campuses; and the best possible learning and working experience for our staff and students in the new academic year.

8. Members of the Mobilisation Group anticipate and discuss the potential behaviour responses from our staff and students towards the Covid-19 restrictions and measures put in place to mitigate the risk Coronavirus. The solutions developed are designed to be as pragmatic as possible and, due to the changing nature of the crisis, evidence and advice, the Mobilisation Group and the College must continue to be agile and adaptive through and out of the crisis.

New Academic Year

9. To achieve our defined aims, in line with the Scottish Government's guidance, we have planned for a phased return with a blended model of remote and limited on-campus learning in the new academic year commencing on 21 September.

10. Physical attendance to classes on our campuses will, in the main, be restricted to specialist facilities and resources which otherwise cannot be replicated using remote learning and teaching. These restrictions will also extend to enrolment and induction.

11. Staff continuing to work from home where their presence on campus is not essential to enable them to fulfil their duties and both staff and students being required to have the express permission of the College management prior to attending a campus are central to ensuring that we have the fewest number of people on campus.

Measures to Suppress Coronavirus on Campus

12. For the limited number of staff and students who will attend our campuses, visible public health measures will be in place – informed by government guidance and public health advice, and supported by our own policies and procedures – to reduce the risk of the transmission of Coronavirus.

13. Firstly, to ensure that staff are safe to be on campus, we have worked with our occupational health providers to prepare a self-assessment questionnaire to identify any underlying health conditions or other factors that may make any of our colleagues more vulnerable to Coronavirus. Any colleagues who were identified with confirmed or suspected vulnerabilities were subsequently referred to our occupational health provider for a consultation. This exercise, that I am pleased to confirm achieved near 100 per cent participation among our 1,200 staff, has enabled us to take additional steps to protect our colleagues through individual risk assessments.

14. Upon entering the College all staff are required to sign in and student registers are taken at the start of each class. Similarly, but separately, all visitors and contractors must sign in and provide contact details. All staff, visitors and contractors are also required to sign out when leaving. This enables us to ascertain quickly who was on campus at a particular time, where they were and for what reason in order to support contact tracing.

15. To safeguard staff and students when required and permitted to be on campus, visible public health measures have been installed throughout our buildings – including, but not limited to, "keep left – keep apart" signage, floor markings to encourage social distancing and hand sanitising stations at entrances and toilets throughout our buildings. Our cleaning teams will also sanitise touch surfaces in circulation areas and toilets throughout the day. These measures are supported by our Cleaning and Circulation Principles.

16. We have also implemented a clear desk policy as an important control measure to reduce the risk of spreading COVID-19 and improve the security and confidentiality of information. Staff will be expected to ensure that personal work surfaces are clear of objects not required for work purposes at all times, as well as work-in-progress when the user is off-campus. Cleaning materials will be provided to staff and students to

enable them to disinfect their work area and equipment before and after use in order to support this policy and reduce the transmission of Coronavirus.

17. To adhere to social distancing measures, we have planned to reduce class sizes and to decommission workstations or equipment. We have also given careful consideration to the timetabling of classes to reduce congestion by staggering start, finish and break times where appropriate.

18. In line with the revised Scottish Government guidance for colleges and universities, face coverings should be worn in any area on campus where physical distancing cannot be guaranteed, such as corridors and communal areas, and on dedicated college transport.

19. Staff requiring the services of our departments operating on campus, such as IT and printing services, will receive support on a managed appointment system to reduce activity on our campuses, in accordance with our IT Service Desk and Print Services Principles.

20. Of course, catering on our campuses will also change. We are currently developing feasible and practical catering options; however, we expect this to be a limited "grab-and-go" selection with canteen capacities reduced significantly to avoid congestion and to facilitate social distancing.

21. Two duty managers, comprising of members of the Senior Management Team or Heads of Sector, are present on each campus during opening times to ensure that procedures are being adhered to, as well as to assist with any queries. If required, a duty manager can be identified on the rota or contacted through the reception of each campus.

Responding to Suspected or Confirmed Coronavirus Cases

22. The measures the Mobilisation Group has adopted all aim to suppress Coronavirus; however, as acknowledged by the Scottish Government, the easing of lockdown measures and the gradual reopening of society provide increased opportunities for transmission. While our emphasis is on prevention, we must be in a position to respond to cases and outbreaks.

23. The Mobilisation Group has developed and disseminated step-by-step guidance for staff on how to respond if another member of staff, student or visitor presents with symptoms of Covid-19 ahead of the new academic year beginning to ensure safety and data protection.

24. We take our duty to safeguard our staff and students with the utmost seriousness and have ensured that we have processes in place to support contact tracing across our campuses – accurate staff/visitor sign-in records and class registers for students will support this.

25. In accordance with Scottish Government's *Guidance for Colleges*, the College will suspect that there is a localised outbreak if two or more linked cases (confirmed or suspected) of Covid-19 occurs in a setting within 14 days or there is an increase in staff absence rates in a setting due to suspected or confirmed Covid-19 cases. In such an instance, the College will immediately inform NHS Greater Glasgow and Clyde Health

Board's Health Protection Team and work with them to put appropriate interventions in place to control any suspected outbreak.

Communication with Staff and Students

26. In these unprecedented and uncertain times, the College acknowledges the importance of communicating the measures we are taking in response to the Coronavirus pandemic clearly, confidently and compassionately to our staff and students. We appreciate that the prospect of returning to our campuses after many months of living in lockdown measures may be daunting for a number of our colleagues and learners.

27. It has therefore been our priority to keep all stakeholders informed, demonstrate that we are taking the necessary steps to safeguard their health and wellbeing and, in doing so, lessen their concerns. We have done this through a range of channels.

28. We established a Coronavirus information page on the staff intranet to provide our colleagues with a central location to keep informed of the measures we were taking, to find documents for more information and to ask questions using the Q&A feature. Similarly, we ensured that the student intranet was updated regularly, developed a frequently asked questions section and encouraged students to get in touch with Student Services if they had any queries.

29. To stay engaged with our staff who have been working remotely for a significant amount of time, during extraordinary circumstances, we have produced regular internal staff publications – including 12 editions of the new *Homeworking Times* and the readily established staff magazine *WestWorld* – with light-hearted content as well as key corporate and public health messages.

30. Additionally, information on the measures we are taking and the behaviours we expect on campus to suppress the virus have been incorporated into the guidance issued to staff and the student induction process.

31. A list of plans, procedures, communications and signage has been provided in Annexe B to provide the Committee further information and examples of the work undertaken to progress the College's phased return.

Conclusion

32. Over the past few weeks and months, the Mobilisation Group and colleagues across the College have undertaken extensive work and began implementing significant measures to suppress Coronavirus on our campuses and safeguard our staff and students. The work of the Mobilisation Group has been guided by the three clearly defined aims and underpinned by government guidance and public health advice. Through and out of this crisis, we will remain agile and adaptive as the nature of the virus, evidence and advice changes to ensure the safety our staff and students, whilst ensuring the best possible working and learning experiences for them under these exceptional circumstances.

Appendix A

Mobilisation Group– Returning to Campus Operations

1. Aims

To support a return to campus operations in line with the principles adopted by the College:

- To have the fewest possible people on a Campus at the any one time
- To ensure the safest possible environment for those on any one campus
- To ensure the best possible learning and working experience for students and staff

2. Purpose

- To advise the College Executive on scenarios for returning to campus operations and receive approval for implementation
- To identify and cost (both financial and in terms of time) these scenarios
- To review relevant Scottish Government and other advice (SFC etc) in relation to a return to in-campus operations, modifying scenarios as appropriate

3. Membership

The Mobilisation Group will consist of the following –

- Director Organisational Development and HR (Chair)
- Project Manager
- Assistant Principal Technology and Skills
- Assistant Principal Creativity and Skills
- Head of Organisational Development and HR
- Head of Estates
- IT Solutions and Development Manager
- Marketing and PR Executive
- Policy Officer
- EIS Representative
- Unison Representative
- Unite Representative
- Student President

4. Specific Duties of the Mobilisation Group

4.1. Estates

- Identify changes required to campus layout (including classrooms) necessary to comply with social distancing, including any larger spaces that could be amended for learning and teaching.

- Assess the operational capacity of campuses using the new layout
- Identify on and off-site storage solutions for excess material
- Identify and cost best practice for staff and student protection to limit infection
- Review opening hours of campus

4.2. Curriculum
- Utilising revised campus layouts, assess capacity levels for delivery of courses
- Examine alternatives to in person delivery models where appropriate(virtual, mixed classes of in person and virtual)
- Identify quality issues/revise procedures to adequately support ongoing virtual or mixed delivery

4.3. Health and Safety/ HR
- Complete the Covid-19 Risk Assessment Template for the College in consultation with other Departments/Sectors
- Provide advice on appropriate control measures, such as working practices and appropriate PPE, to reduce the risk from Covid-19
- Co-ordinate individual health information to ensure staff with underlying conditions are not exposed to heightened risk
- Contribute to the development of specific guidance to staff on a range of Covide-19 related issues
- Provide advice to Departments/Sectors as they assess the risks associated with particular activities

4.4. Information Technology
- Identify areas where IT can support changes to physical infrastructure/delivery
- Support the development of user guides for new teaching methodologies
- Procure and deploy additional equipment identified to support delivery

4.5. Communications
- Develop clear communications on revised operations for staff and students

5. **Authority**
- The Mobilisation Group are authorised by the College Executive to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any staff member
- Once a scenario plan is approved by the Executive, the Mobilisation Group is authorised to implement this plan

4 June 2020

Annexe B

WCS Covid-19 Plans and Procedures

1. Remit of the Mobilisation Group
2. Circulation Principles
3. Cleaning Principles
4. Clean Desk Policy
5. Fire Alarm Evacuation Standard Procedure – Clydebank
6. Fire Alarm Evacuation Standard Procedure – Greenock
7. Fire Alarm Evacuation Standard Procedure – Paisley
8. Covid-19 Advice for First Aiders
9. WCS Covid-19 Workplace Risk Assessment
10. Covid-19 Health Vulnerability Self-Assessment Questionnaire
11. IT Print Services Principles
12. IT Service Desk Principles
13. Process for Requesting Monitors for Remote Working
14. Classroom Preparation General Principles
15. Library Covid-19 Guidelines
16. What To Do If Presented with Covid-19 Symptoms

WCS Covid-19 Communications and Signage

1. Staff intranet
2. Student intranet
3. Homeworking Times
4. Campus signage

TITLE: **DRAFT MULTI GENERATIONAL WORKFORCE STRATEGY**

Background: The Committee were of the view at previous meetings that the draft Strategy read as if two Strategies had been "bolted on" and would benefit from a more holistic approach describing what it hoped to achieve and by when. I have added some contextual detail to the draft but have not had an opportunity to prepare an action plan because of my involvement in Chairing the Mobilisation Group meetings on a weekly basis since June 2020. My recommendation is that the draft Strategy is held in abeyance and taken back to the Committee with an updated People Strategy and Workforce Plan to reflect the impact of Covid-19.

Action: The Committee is asked to approve the recommendation from the Director Organisational Development and HR.

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.~~

The Workforce Plan 2019-2024 approved by the Board of Management in December 2018 highlighted statistics that necessitates a strategic response to managing the multi-generational workforce employed by West College Scotland. An excerpt below is included from the Workforce Plan

"The average retiral rate since merger in 2013 was as follows:

Average Retiral Age (All staff) Year

Year	Average Retiral Age (All staff) Year
2014/2015	63.57
2015/2016	64.75
2016/2017	64.41
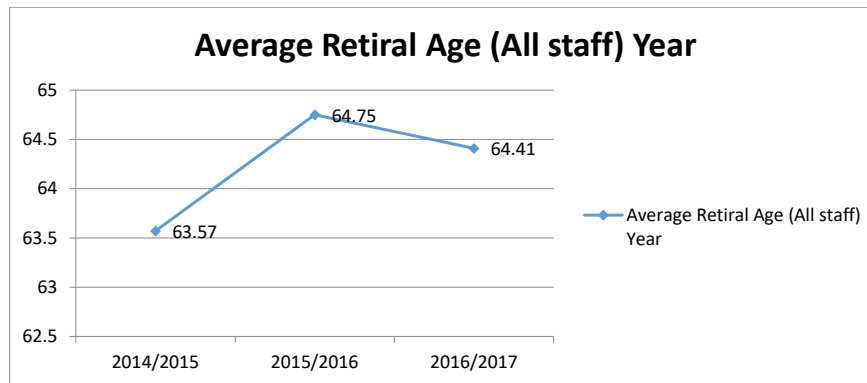
This same information split by teaching staff and support staff is as follows with the increase in retirement age of support staff becoming more pronounced:

Average Retirement Age
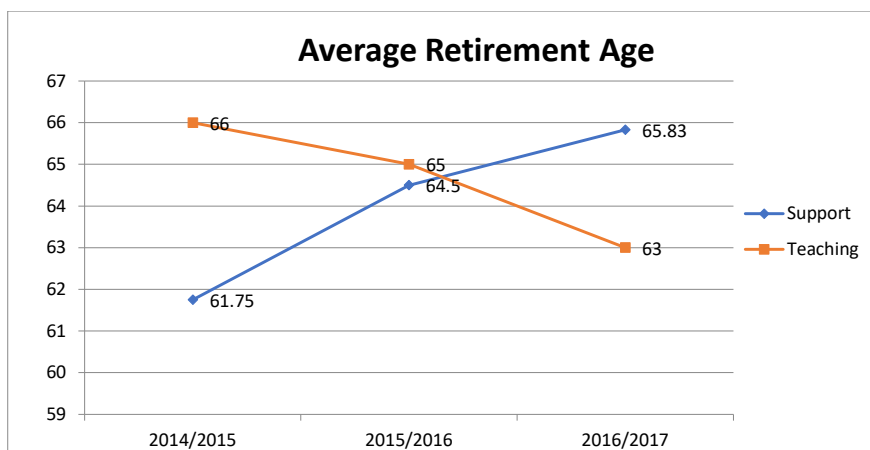
Under the Strathclyde Pension Scheme, normal retiral age will increase in line with the State Pension. The Government review which is ongoing proposes a rise in the State Pension Age to 68.

This will not impact on Lecturers in the Teaching Pension Scheme as their optional retiral age remains age 60.

A total of 99 % permanent teaching staff and 82 % support staff are in the respective pension schemes.

It should be noted that compulsory redundancy is not common practice in the sector. The stated position of the Board of Management is that they will do all that is practicable to mitigate the need for compulsory redundancies.

What all of this indicates is that West College Scotland has a relatively inert staff turnover. This can be viewed as a positive thing as it suggests that staff are content in their jobs. However, it presents challenges for workforce planning, since natural wastage will not provide significant levels of movement. The obvious areas of leverage for the College in terms of staffing profile relate to the renewal (or non-renewal) of temporary contracts and decisions on whether to replace like-for-like when staff retire which has been the approach adopted since merger in accordance with the Recruitment and Selection Procedure.

The following chart indicates that the College currently has approximately to 200 staff who are approaching the average retiral age. The chart also shows that roughly half of our staff are over the age of 50.

Headcount of All Staff by Age Bracket
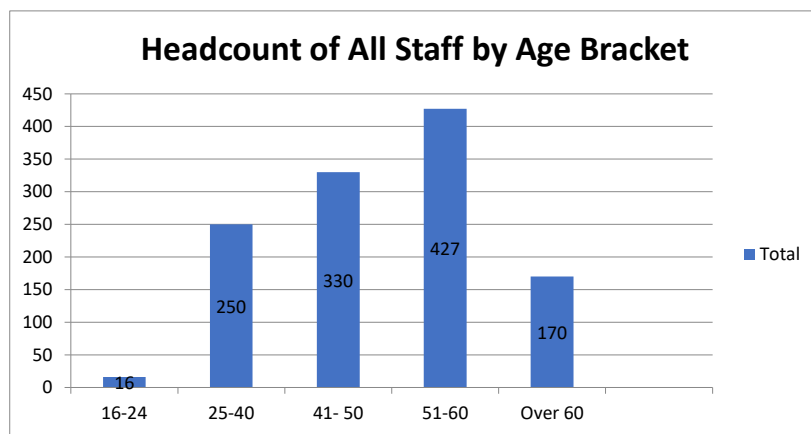
The following chart shows the same information but split by support staff and teaching staff.
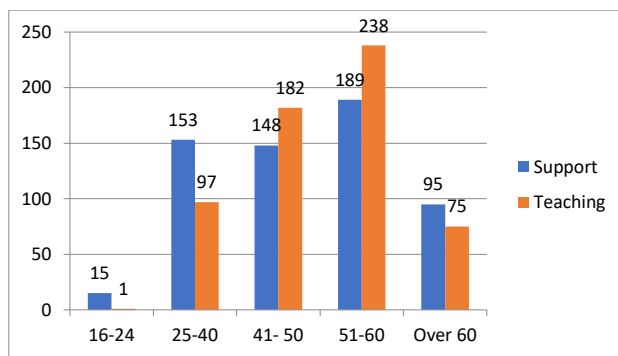
2. Benefits of an age diverse approach

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. The Strategic approach to what the College is referring to as the " Older Generation" and the Younger Generation is detailed below and will be implemented through an action plan approved by the College Executive Team.

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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TITLE: **RISK MANAGEMENT STRATEGY AND STRATEGIC RISK REGISTER**

Background: The Committee considers risk in relation to the activities within its remit. Risk is considered by the Board and all the Board Committees at each of the meetings. This means that emerging risks are quickly identified and mitigating actions agreed. In relation to the risks pertinent to its remit, the Committee must be confident that these have been identified and mitigating actions agreed.

This paper presents the College Strategic Risk Register for the consideration of the Committee and provides an update on the actions taken by the College to embed risk management across the organisation. The latest update of the Strategic Risk Register was considered by the Audit Committee at its meeting held on Thursday 3 September 2020 and a copy of this is attached.

The current version of the College Strategic Risk Register is provided at **Appendix A** for consideration.

It is proposed to amend the format of the current College Strategic Risk Register report so that a revised layout captures and presents the content in a user-friendly way. **Appendix B** provides an exemplar of the proposed revised format of the College Strategic Risk Register report. The primary changes to the Register report which are proposed include the following:

- Definition pages are now at the front of the Register to allow readers to fully understand the contents. These definitions include:
    o Proximity – as to when the risk might occur
    o Impact – the estimated effect f the risk on the College strategic priorities
    o Probability – the estimated chance of the risk occurring
    o Risk Score – a RAG analysis of overall risk scoring
    o Trend – indication of how the risk has moved since last reviewed
    o Risk Appetite – pictorial representation of the Board approved risk appetite per category of risk
    o College Strategy 2019-25 – a summary of the College priorities and objectives
    o Summary of top 5 risks

- The format of the register has changed to present each risk with the associated information on a separate page.
- Apart from proximity - which is an addition to the risk information - the above information was included within the previous register

Action: The Committee is asked to note and review the current Strategic Risk Register attached and propose any amendments and / or additions, or any re-phrasing, required to be made.

Lead: Mark Newlands, Chair, HRCD Committee

Strategic Risk Register

Strategic Risk Register Dashboard Report

Risk register review period: Sep-20
Board / Committee review period: Oct-20

<table>
<tr><th colspan="7">Top 5 Risks Post Mitigation</th></tr>
<tr><th>Ref</th><th>Risk</th><th>Movement since previous register</th><th>Probability</th><th>Impact</th><th>Score Sept 20</th><th>Score May 20</th></tr>
<tr><td>WCS 7

Reputational / External</td><td>Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery primarily resulting from Coronavirus epidemic.</td><td>↔</td><td>6</td><td>4</td><td>24</td><td>24</td></tr>
<tr><td>WCS 1

Finance</td><td>Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.</td><td>↔</td><td>6</td><td>4</td><td>24</td><td>24</td></tr>
<tr><td>WCS 3

Infrastructure</td><td>Failure to deliver Estate Strategy objectives due to business cases for development of estate being delayed, with this having a resultant negative impact on the ability of the College to recruit students, retain staff and address legislative requirements</td><td>↔</td><td>5</td><td>4</td><td>20</td><td>20</td></tr>
<tr><td>WCS 2

Infrastructure</td><td>Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.</td><td>↔</td><td>4</td><td>4</td><td>16</td><td>16</td></tr>
<tr><td>WCS 16

Governance</td><td>Failure to prepare for the anticipated impact upon the College of Brexit including loss of European funding, loss of students / staff and access to exchange programme funding.</td><td>↔</td><td>5</td><td>3</td><td>15</td><td>15</td></tr>
</table>

Movement in Risk Scores

The most significant risk faced by the College continues to be the business continuity challenges caused by the corona virus outbreak. The College successfully closed down the physical campuses and transferred most activity to online learning. The College is now in the process of implementing a staged reopening of all campuses in advance of the start of term on 21 September 2020. This will present a number of operational and teaching challenges due to the changing guidance from the Scottish Government.

The next most significant risk continues to be the financial volatility faced by the College. This was previously the most significant risk faced by the College and continues to have the same post mitigation score as Business Continuity Planning. The ongoing impact of Covid-19 has only heightened this risk as the future College financial position is further challenged due to the potential loss of commercial income as the economy recovers from the impact of the outbreak.

WEST COLLEGE SCOTLAND STRATEGIC RISK REGISTER

Risk No.	Risk Reference / Category	Strategic Objective	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation				Movement since last review	Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	Previous Score		
1	WCS 7 Reputational / External	1.2 3.4	Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery primarily resulting from Coronavirus epidemic.	6	4	24	1) Business Continuity Plans available to relevant staff along with associated documents to assist during any incident. 2) Training and scenario planning sessions undertaken on a quarterly basis with involvement from both teaching and support staff. Externally facilitates and lessons learned shared with staff. 3) Closure of College campus undertaken successfully in March and planning has commenced to enable remobilisation. 4) Good interaction with staff, unions and Student Associations with information being supplied to all parties on a timely basis. 5) Continued engagement with Scottish Funding Council, Skills Development Scotland and other funding bodies to gain clarity on future funding which is resulting in an inability to take effective decisions. 6) Staff planning for return to the 'new normal' way of working include: - the development of online materials; - estate adaptations including mobilisation for home working; - increased reliance on technology which will require funding; - monitoring of supply chains; - a need for all operations to understand and operate within the new health and safety requirements; - governance updates regarding implications of deficit budgets; and - consideration given to starting the 2020-21 academic year later to assist with the planning process. Students for 2019-20 will continue to receive teaching through us of on-line delivery methods 7) Financial and staffing implications not fully understood at the moment due to lack of clarity of information from central government and in a number of cases receipt of conflicting information.	6	4	24	24	↔	Principal
2	WCS 1 Finance	1.1 1.3 3.1 3.4	Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.	6	4	24	1) Detail of 2020-21 indicative SFC funding confirmed and shows a level of core funding which is not greater than in 2019-20; additional funding will be received for inflationary pressures, pension costs and estate maintenance. The College will continue to face a number of financial challenges arising from this settlement during 2020-21 and beyond. 2) 2020-21 budget currently being compiled for approval by College Board in conjunction with 5 year future financial scenario planning and detailed 3) Transformation Plan submitted to SFC in order to address future financial challenges. The College continues to engage with the SFC on the final agreement and implementation of the plan including review of curriculum delivery in Renfrewshire. 4) Robust financial forecasting including production and review of monthly management accounts. 5) Estates Strategy including objective to improve / rationalise the College estate utilising estate maintenance funding. 6) Financial modelling of next 5 years undertaken based upon SFC FFR assumptions. Allows the College to identify funding gap and to continue to take necessary steps to address the gap. 7) Commercial Development and Credits Group reporting to Corporate Development Committee with focus on maintaining and growing income including ESF activity. 8) Robust monitoring of current and future curriculum delivery plans (CMAP) including staffing requirements. 9) Active College representation and involvement in external SFC review groups - funding methodology, CDN Finance network; credit review; access and inclusion; rural and remoteness premium and student funding.	6	4	24	24	↔	VP Operations / VP Educational Leadership

Risk No.	Risk Reference / Category	Strategic Objective	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation				Movement since last review	Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	Previous Score		
3	WCS 3 Infrastructure	1.2 3.1 3.3 3.4	Failure to deliver Estate Strategy objectives due to business cases for development of estate being delayed, with this having a resultant negative impact on the ability of the College to recruit students, retain staff and address legislative requirements	6	4	24	1) The College continues to engage with SFC, SFT, local councils and other key stakeholders re investment and in relation to implementation of national estate condition survey review and future direction of travel. 2) Approved Estate Strategy and annual implementation updates highlight required estate investment for consideration by SFC and Scottish Government. 3) Draft Outline Business Case for Paisley estate submitted to the SFC. Response received from SFC in regard to Paisley OBC and the College is currently engaging with partners in relation to the collaborative aspects of any proposals. 4) Outline Business Case for Greenock updated and submitted to the SFC in December 2018 following Board of Management approval. SFC have confirmed receipt and willingness to work with College to take forward OBC. 5) Inverclyde local development plan now finalised leading to potential restrictions on future College developments on preferred site. College continues to engage with partners to find suitable way forward. 6) Ongoing prioritisation of College estates funding in a way which links to priority projects, with update reports being provided to each meeting of the Board of Management Estates Committee. 7) Ongoing involvement in sector/SFC capital working group enables WCS input to ongoing discussions in relation to SFC estates maintenance allocation methodology and capital allocations. 8) Ongoing engagement with SFC	5	4	20	20	↔	VP Operations
4	WCS 2 Infrastructure	1.1 1.2 2.3 4.1	Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.	5	4	20	1) College Estate Strategy submitted to SFC, reviewed by internal audit and subject to annual review on implementation and progress by Board of Management Estates Committee. 2) 2019-20 SFC funding for estates has seen a reduction in lifecycle maintenance and priority maintenance funding. The continued reduction in lifecycle maintenance does present an operational challenge. There is also a need to understand the basis of estates maintenance funding allocation beyond 2019-20. 3) WCS participation in SFC/sector Capital Working Group and wider consultation exercises where possible. 4) Outline Business Case for Greenock updated and submitted to the SFC in December 2018 following Board of Management approval. SFC have confirmed receipt and willingness to work with College to take forward OBC. College currently undertaking curriculum horizon scanning exercise in responding to SFC information request in relation to Greenock OBC. Implications of published Inverclyde local development plan being actioned and College is engaging with partners in relation to this. 5) Outline Business Case for Paisley submitted to the SFC in October 2017 and feedback received from the SFC. Discussion with partner organisations remains ongoing in relation to the collaborative aspects of the proposals, and an updated OBC for Paisley will require to be submitted to SFC once these have been concluded. 6) The College has updated the estate condition work undertaken in 2015. This provides robust data showing the level of investment required as at 2019 in order to get the College estate up to Condition B and maintain this..	4	4	16	16	↔	VP Operations
5	WCS 16 Governance	1.3 2.2 3.1 3.4	Failure to prepare for the anticipated impact upon the College of Brexit including loss of European funding, loss of students / staff and access to exchange programme funding.	5	3	15	1) College has considered possible impacts of Brexit on operations and continues to keep this under review. Output has been discussed at senior management level and with relevant Board Committees. It is anticipated there may be an impact on EU funded programmes (such as Modern and Foundation Apprentices). 2) The College is a member of a sector working group on Brexit allowing access to latest intelligence specific to the College sector. 3) Close liaison with SFC on future funding arrangements post 2021 when current ESF funding is due to end.	5	3	15	15	↔	Principal

Risk No.	Risk Reference / Category	Strategic Objective	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation				Movement since last review	Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	Previous Score		
6	WCS 4 Learning and Teaching	1.2 2.1 3.2 3.4	Failure to deliver SFC Regional Outcome Agreement targets at a time of limited resource results in future credit and/or funding adjustments.	5	4	20	1) Positive engagement with SFC in relation to ROA development and monitoring for current and future years. Internal audit of ROA process indicated robust planning arrangements in place regarding development of ROA. 2) Effective internal monitoring and reporting procedures in place, including operational planning process, and monitoring through the Board of Management and all Committees. 3) Good working relationships with local authorities and schools in order to access attainment funding in support of College activities in this area. 4) Detailed curriculum development planning and review process which has been subject to positive review by internal audit. 5) Blended approach to delivery of teaching and learning including online learning allowing College to address changes in recruitment and delivery. 6) Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered. 7) The Board of Management to consider the College ROA during February 2020 meeting. The draft ROA will then be submitted to the SFC for initial consideration.	4	3	12	12	↔	Principal
7	WCS 5 Staffing and HR	1.1 1.2 1.3 3.4	Impact and outcome of National Pay Bargaining for both teaching and support staff.	6	3	18	1) WCS representation and involvement in national college Employers Association and national joint negotiating committee (NJNC). 2) Financial impact assessment / planning scenarios on the impacts of National Bargaining ongoing. National Bargaining funding distribution for 2019-20 agreed with Colleges Scotland and the Scottish Funding Council. 3) Business Continuity Planning considers impact of industrial action, with specific plans in place. 4) Local trade union consultation and negotiating committees for support and teaching staff continuing to meet on an ongoing basis in order to maintain positive College industrial relations. 5) Robust college sector and WCS communications plan including liaison with Student Association on impact on students. 6) Local workforce planning arrangements subject to positive internal audit review (June 2018). Workforce planning being carried out at departmental level based on agreed template 7) Support and teaching staff pay award until September 2020 in place.	6	2	12	12	↔	Principal
8	WCS 6 Digital	1.1 2.1 3.3 4.2	Failure to maintain or acquire and use IT systems and infrastructure to support the digital ambitions of the College.	4	4	16	1) IT Strategy, Policies / Procedures and system access processes in place. The Finance and General Purposes Committee review progress achieved in delivering the IT Strategy on an annual basis and are satisfied with progress given the level of resource available to the College - although recognise that the College digital ambitions are being constrained by the level of SFC funding. Strategic dialogue with Colleges Scotland and the SFC is ongoing in an effort to secure the required level of funding in order to deliver College digital ambitions. 2) Staff and student feedback and evaluation procedures in place. 3) IT Contingency Plan in place with regular review. 4) College has renewed its Cyber Essentials Plus accreditation as required. Work commencing on updating the Scottish Government Cyber Resilience Framework. 5) College Digital Strategy which sets out digital ambitions for the College, presented and approved by the Board of Management. 6) Discussions remain ongoing with the SFC on IT condition survey and College offered to be model for future sector wide survey. 7) College HR department providing support to staff undertaking national support staff job evaluation.	4	3	12	12	↔	VP Operations

Risk No.	Risk Reference / Category	Strategic Objective	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation				Movement since last review	Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	Previous Score		
9	WCS 15 Governance	1.1 2.1 3.4 4.3	Failure to deliver the financial and/or non-financial objectives outlined in the College Transformation Plan "Future Proofing Our College".	4	4	16	1) Transformation Plan has been developed by the College and discussed in detail with the SFC. 2) Board of Management have approved the Plan and financial objectives are monitored through the F&GP Committee. Board of Management monitor overall plan achievement. 3) Projects have been initiated in line with the plan and are directed by a specific member of SMT. 4) Detailed delivery plan has been created to allow milestones to be set and monitoring to take place. 5) College has a plan in place to meet financial objectives during 2019-20. However future years remain challenging and the plan will require to be further reviewed/updated. SFC indicative funding figures have been published and have crystallised the financial challenges faced by the College. No guidance on future years.	3	4	12	12	↔	Principal
10	WCS 9 Staffing and HR	1.2 1.3 3.4	Inability to maintain positive staff relations	4	3	12	1) Approved Workforce Plan in place to address Audit Scotland recommendations and implementation reviewed by the Board CDC and HR Committee. 2) Internal audit on internal communications reported that that the College had effective internal communication channels to staff and students 3) Clear procedures for communication and engagement with Trade Unions and College staff. 4) Staff engagement sessions and staff surveys undertaken on regular basis allowing matters to be raised and issues to be addressed early. 5) Local trade union consultation and negotiation committees in place for teaching and support staff. 6) College is supportive of staff involvement in national job evaluation scheme and has open dialogue with Unions as to how staff can be supported.	3	3	9	9	↔	Principal
11	WCS 11 Competitive Environment	1.1 2.3 3.1 3.2	Ability to generate consistent levels of alternative income or to grow alternative income streams.	4	3	12	1) Alternative Income Strategy currently under development in response to requirements of College Transformation Plan objectives. Strategy will be subject to review by Corporate Development Committee. 2) Annual financial budget agreed and monitored by the Corporate Development Committee. 3) Strong partnerships with local employers and stakeholders. 4) Operation planning process used to identify potential opportunities for income growth. 5) Adaption of course portfolio to meet student / employer needs. 6) Financial strategy and planning in place to address resource needs and redirect as required. 7) Review of resources required within Curriculum Development Planning procedure. 7) Commercial Development Group meets bi-monthly to review and address challenges of delivering alternative income.	3	3	9	9	↔	VP Educational Leadership
12	WCS 10 Staffing and HR	1.3 2.3	Failure to embed Workforce Plan resulting in lack of appropriate resources and skills being developed to achieve College strategic objectives and outcomes	4	3	12	1) College Workforce Plan and associated reporting requirements approved by the Board of Management. 2) Detailed teaching resource planning through use of curriculum mapping tool (CMAP). 3) Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities. 4) Itrent HR and payroll software developed to provide staff data and reports including an establishment report. 5) Professional Development Policies are aligned to strategic priorities. 6) Roll out of College CPD review process is ongoing and supports succession planning, leadership development and assists in mitigating the impact of the loss of key staff. 7) Internal audit reviewed workforce planning as part of 2018-19 audit plan. All recommendations made by internal auditors fulfilled and OD&HR Committee updated on progress. 8) Initial results from staff skills survey being used to allow the College to identify and address future skills gaps.	3	2	6	6	↔	Principal

Risk No.	Risk Reference / Category	Strategic Objective	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation				Movement since last review	Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	Previous Score		
13	WCS 13 Governance	3.4 4.1	Inability to ensure a holistic response to data and information governance, including compliance with the General Data Protection Regulations (GDPR).	3	3	9	1) Data Protection Officer (DPO) appointed in compliance with legislative requirement. DPO is part of shared services agreement allowing the College to work collaboratively with other institutions. 2) DPO is undertaking review of departmental compliance with data legislation and addressing issues as required. Reports provided to working group on progress and issues identified / rectified. 3) College has a working group covering GDPR and data management issues with involvement from senior staff. The Group has oversight of the information risk assessment process. 4) Data Protection concepts and principles embedded within the operations of the College.	3	2	6	6	↔	Principal
14	WCS 14 Learning and Teaching	1.2 3.4	Normal business activities are unduly affected due to the complexity of sequencing estates investment works	4	2	8	1) Detailed resource planning involving all relevant parties at stage to address any issues in advance of project start date. 2) Staff resource increased during 2018-19 to address the significant increase in level of expenditure and complexity of projects being undertaken. 3) Well embedded project / estate team with knowledge base that allows issues to be identified and addressed. 4) use of external professional advisors to provide oversight and critical review of proposed activities / plans.	3	2	6	6	↔	VP Operations

Corporate Strategy 2019-2025

Priorities		Objectives	
(1) Personalisation	We will deliver the skills solutions that employers are looking for and the learning outcomes that students want,	1.1	Developing Bespoke solutions, Fast
		1.2	Raising Aspirations and Enabling Students to achieve outcomes
		1.3	Recruiting and Retaining Talented People
(2) Collaboration	We will build the immersive relationships and make the connections that enhance value for	2.1	Creating Learning Pathways
		2.2	Immersive Partnerships
		2.3	Delivering Inclusive Growth
(3) Agile and Adaptive	We will develop the capability to respond to shifts in demand and seize new opportunities quickly' putting in place specialist delivery capabilities.	3.1	Developing new income opportunities
		3.2	Developing the Market
		3.3	Utilising Specialist Capabilities
		3.4	Managing for Resilience
(4) Digital	We will ensure that the College has the digital capacity and capabilities to deliver in a modern economy.	4.1	Using Data
		4.2	Inspirational Learning
		4.3	Developing the skills base

Tolerance Matrix and Scoring Grid

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

Risks - Probability x Impact Score Grid

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

Risk Score - Direction of Travel

↔   Post mitigation risk score after review has remained static compared to the last time the register was reviewed.

↑   Post mitigation risk score after review has increased compared to the last time the register was reviewed.

↓   Post mitigation risk score after review has reduced compared to the last time the register was reviewed.

Strategic Risk Register

Proximity: when might the risk occur.

Description	Timing
Immediate	Now
Medium-term	Within the next three months
Longer-term	Within three to six months

Impact: this is the estimated effect of the risk on the Strategic Priorities.

Impact		Criteria
Catastrophic	4	Significant and unacceptable impact on objectives that would require a material change to approach, procedure or process.
Critical	3	Moderate impact on Priorities that may require minor changes in approach, procedure or process.
Marginal	2	Minor impact on Priorities, which requires little overall change in approach.
Negligible	1	No real impact on achieving Priorities.

Probability: this is the estimated chance of the risk occurring.

Likelihood		Criteria
Almost certain	6	Extremely likely to occur
Very likely	5	Almost certain to occur
Likely	4	Most likely to occur than not
Possible	3	May occur
Very unlikely	2	Unlikely to occur
Remote chance	1	Extremely unlikely to occur

Risk Score: Impact x Probability

Impact		Result			
Almost certain	6	6	12	18	24
Very likely	5	5	10	15	20
Likely	4	4	8	12	16
Possible	3	3	6	9	12
Very unlikely	2	2	4	6	8
Remote Chance	1	1	2	3	4
		1	2	3	4
Probability		Negligible	Marginal	Critical	Catastrophic

Risk Score: the overall risk level.

Risk level	Score	Description
Very high	20-24	Unacceptable level of risk exposure that requires a review of controls and immediate mitigating action
High	10-19	Unacceptable level of risk which requires a review of controls and mitigating actions
Medium	4-9	Acceptable level of risk exposure subject to regular monitoring
Low	1-3	Acceptable level of risk exposure subject to periodic monitoring

Net Risk Score: the overall risk level after controls and mitigating actions are put in place

Trend: after controls and mitigating actions are considered

↑	New or increasing risk
↔	No change to risk
↓	Declining risk

Risk Appetite

	Averse	Minimalist	Cautious	Open	Hungry
Finance		■			
Political			■		
Governance			■		
Competitive Environment				■	
Staffing and HR				■	
Student				■	
Reputational / External				■	
Infrastructure				■	
Learning and Teaching				■	
Digital					■

Classification	Description
AVERSE	Avoidance of risk and uncertainty is a key organisational objective.
MINIMALIST	Preference for ultra-safe business delivery options that have a low degree of inherent risk and only have a potential for limited reward.
CAUTIOUS	Preference for safe delivery options that have a low degree of residual risk and may only have limited potential for reward.
OPEN	Willing to consider all potential delivery options and choose the one that is most likely to result in successful delivery while also providing an acceptable level of reward (and value for money etc.).
HUNGRY	Eager to be innovative and to choose options offering potentially higher business rewards, despite greater inherent risk.

College Strategy 2019-2025

Priorities			Objectives	
(1) Personalisation	We will deliver the skills solutions that employers are looking for and the learning outcomes that students want, in a way that suits individual students.	1.1	Developing Bespoke solutions, Fast	
		1.2	Raising Aspirations and Enabling Students to achieve outcomes	
		1.3	Recruiting and Retaining Talented People	
(2) Collaboration	We will build the immersive relationships and make the connections that enhance value for customers and stakeholders by creating learning pathways, developing new delivery partnerships and integrating learning into wider local strategies.	2.1	Creating Learning Pathways	
		2.2	Immersive Partnerships	
		2.3	Delivering Inclusive Growth	
(3) Agile and Adaptive	We will develop the capability to respond to shifts in demand and seize new opportunities quickly' putting in place specialist delivery capabilities.	3.1	Developing new income opportunities	
		3.2	Developing the Market	
		3.3	Utilising Specialist Capabilities	
		3.4	Managing for Resilience	
(4) Digital	We will ensure that the College has the digital capacity and capabilities to deliver in a modern economy.	4.1	Using Data	
		4.2	Inspirational Learning	
		4.3	Developing the skills base	

Risk Register: Summary of Top 5 Risks

Risk No.	Risk Description	Gross	Net	Prior	Trend
1	**Business / Cyber Resilience Planning** Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery primarily resulting from Coronavirus epidemic.	24	24	24	↔
2	**SFC Funding and Funding Methodology** Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.	24	24	24	↔
3	**Estate Strategy** Failure to deliver Estate Strategy objectives due to business cases for development of estate being delayed, with this having a resultant negative impact on the ability of the College to recruit students, retain staff and address legislative requirements.	24	20	20	↔
4	**Estates maintenance / capital funding** Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.	20	16	16	↔
5	**Brexit** Failure to prepare for the anticipated impact upon the College of Brexit including loss of European funding, loss of students / staff and access to exchange programme funding.	15	15	15	↔

Risk number	1	WCS 7
Risk description	**Business / Cyber Resilience Planning** Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery primarily resulting from Coronavirus epidemic.	
Link to the Strategic Priority *Refers to the relevant Strategic Priority.*	1.2 3.4	
Risk category / appetite	Reputational/External	Open
Proximity	Medium-term	
Impact/Likelihood	6 x 4	
Gross Risk Score	**24**	
Controls *A control is a framework in place to mitigate the risk.*	1) Business Continuity Plans available to relevant staff along with associated documents to assist during any incident.	
	2) Training and scenario planning sessions undertaken on a quarterly basis with involvement from both teaching and support staff. Externally facilitates and lessons learned shared with staff.	
	3) Closure of College campus undertaken successfully in March and planning has commenced to enable remobilisation.	
	4) Good interaction with staff, unions and Student Associations with information being supplied to all parties on a timely basis.	
	5) Continued engagement with Scottish Funding Council, Skills Development Scotland and other funding bodies to gain clarity on future funding which is resulting in an inability to take effective decisions.	
	6) Staff planning for return to the 'new normal' way of working include: - the development of online materials; - estate adaptations including mobilisation for home working; - increased reliance on technology which will require funding; - monitoring of supply chains; - a need for all operations to understand and operate within the new health and safety requirements; - governance updates regarding implications of deficit budgets; and - consideration given to starting the 2020-21 academic year later to assist with the planning process. Students for 2019-20 will continue to receive teaching through us of on-line delivery methods	

	7) Financial and staffing implications not fully understood at the moment due to lack of clarity of information from central government and in a number of cases receipt of conflicting information.
Probability/Impact	6 x 4
Net Risk Score	**24**
Trend	↔
Risk Owner	VP Operations

Risk number / Reference	2	WCS1
Risk description	**SFC Funding and Funding Methodology** Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.	
Link to the Strategic Priority *Refers to the relevant Strategic Priority*	1.1 1.3 3.1 3.4	
Risk category / appetite	Finance	Minimalist
Proximity	Immediate	
Probability/Impact	**6 x 4**	
Gross Risk Score	**24**	
Controls *A control is a framework in place to mitigate the risk.*	1. Detail of 2019-20 final SFC funding confirmed and shows a level of core funding which is not greater than in 2018-19; a change in the estates funding methodology which will impact upon College operations; and no specific funding in order to meet the cost of any annual pay increases. The College will continue to face a number of financial challenges arising from this settlement during 2019-20 and beyond.	
	2. 2019-20 budget approved by College Board in conjunction with 5-year future financial scenario planning and detailed assumptions.	
	3. Transformation Plan submitted to SFC in order to address future financial challenges. The College continues to engage with the SFC on the final agreement and implementation of the plan including review of curriculum delivery in Renfrewshire.	
	4. Robust financial forecasting including production and review of monthly management accounts.	
	5. Estates Strategy including objective to improve / rationalise the College estate utilising estate maintenance funding.	
	6. Financial modelling of next 5 years undertaken based upon SFC FFR assumptions. Allows the College to identify funding gap and to continue to take necessary steps to address the gap.	
	7. Commercial Development and Credits Group reporting to Corporate Development Committee with focus on maintaining and growing income including ESF activity.	
	8. Robust monitoring of current and future curriculum delivery plans (CMAP) including staffing requirements.	
	9. Active College representation and involvement in external SFC review groups - funding methodology, CDN Finance	

	network; credit review; access and inclusion; rural and remoteness premium and student funding.
Probability/Impact	**6 x 4**
Net Risk Score	**24**
Trend	↔
Risk Owner	VP Operations / VP Educational Leadership

Risk number	3	WCS 3
Risk description	**Estate Strategy** Failure to deliver Estate Strategy objectives due to business cases for development of estate being delayed, with this having a resultant negative impact on the ability of the College to recruit students, retain staff and address legislative requirements.	
Link to the Strategic Priority *Refers to the relevant Strategic Priority.*	1.2 3.1 3.3 3.4	
Risk category / appetite	Infrastructure	Open
Proximity	Long-term	
Impact/Likelihood	**6 x 4**	
Gross Risk Score	**24**	
Controls *A control is a framework in place to mitigate the risk.*	1. The College continues to engage with SFC, SFT, local councils and other key stakeholders re investment and in relation to implementation of national estate condition survey review and future direction of travel.	
	2. Approved Estate Strategy and annual implementation updates highlight required estate investment for consideration by SFC and Scottish Government.	
	3. Draft Outline Business Case for Paisley estate submitted to the SFC. Response received from SFC in regard to Paisley OBC and the College is currently engaging with partners in relation to the collaborative aspects of any proposals.	
	4. Outline Business Case for Greenock updated and submitted to the SFC in December 2018 following Board of Management approval. SFC have confirmed receipt and willingness to work with College to take forward OBC.	
	5. Inverclyde local development plan now finalised leading to potential restrictions on future College developments on preferred site. College continues to engage with partners to find suitable way forward.	
	6. Ongoing prioritisation of College estates funding in a way which links to priority projects, with update reports being provided to each meeting of the Board of Management Estates Committee.	
	7. Ongoing involvement in sector/SFC capital working group enables WCS input to ongoing discussions in relation to SFC estates maintenance allocation methodology and capital allocations.	
	8. Ongoing engagement with SFC.	
Probability/Impact	**5 x 4**	
Net Risk Score	**20**	
Trend	↔	
Risk Owner	VP Operations	

Risk number	4	WCS 2
Risk description	**Estates maintenance / capital funding** Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.	
Link to the Strategic Priority *Refers to the relevant Strategic Priority.*	1.1 1.2 2.3 4.1	
Risk category / appetite	Infrastructure	Open
Proximity	Medium-term	
Impact/Likelihood	**5 x 4**	
Gross Risk Score	**20**	
Controls *A control is a framework in place to mitigate the risk.*	1. College Estate Strategy submitted to SFC, reviewed by internal audit and subject to annual review on implementation and progress by Board of Management Estates Committee.	
	2. 2019-20 SFC funding for estates has seen a reduction in lifecycle maintenance and priority maintenance funding. The continued reduction in lifecycle maintenance does present an operational challenge. There is also a need to understand the basis of estates maintenance funding allocation beyond 2019-20.	
	3. WCS participation in SFC/sector Capital Working Group and wider consultation exercises where possible.	
	4. Outline Business Case for Greenock updated and submitted to the SFC in December 2018 following Board of Management approval. SFC have confirmed receipt and willingness to work with College to take forward OBC. College currently undertaking curriculum horizon scanning exercise in responding to SFC information request in relation to Greenock OBC. Implications of published Inverclyde local development plan being actioned, and College is engaging with partners in relation to this.	
	5. Outline Business Case for Paisley submitted to the SFC in October 2017 and feedback received from the SFC. Discussion with partner organisations remains ongoing in relation to the collaborative aspects of the proposals, and an updated OBC for Paisley will require to be submitted to SFC once these have been concluded.	
	6. The College has updated the estate condition work undertaken in 2015. This provides robust data showing the level of investment required as at 2019 in order to get the College estate up to Condition B and maintain this.	
Probability/Impact	**4 x 4**	

Net Risk Score	**16**
Trend	↔
Risk Owner	VP Operations

Risk number	5	WCS 16
Risk description	**Brexit** Failure to prepare for the anticipated impact upon the College of Brexit including loss of European funding, loss of students / staff and access to exchange programme funding.	
Link to the Strategic Priority *Refers to the relevant Strategic Priority.*	1.3 2.2 3.1 3.4	
Risk category / appetite	Governance	Cautious
Proximity	Medium-term	
Impact/Likelihood	**5 x 3**	
Gross Risk Score	**15**	
Controls *A control is a framework in place to mitigate the risk.*	1) College has considered possible impacts of Brexit on operations and continues to keep this under review. Output has been discussed at senior management level and with relevant Board Committees. It is anticipated there may be an impact on EU funded programmes (such as Modern and Foundation Apprentices).	
	2) The College is a member of a sector working group on Brexit allowing access to latest intelligence specific to the College sector.	
	3) Close liaison with SFC on future funding arrangements post 2021 when current ESF funding is due to end.	
Probability/Impact	**5 x 3**	
Net Risk Score	**15**	
Trend	↔	
Risk Owner	Principal	

Risk number	6	WCS 4
Risk description	**SFC Regional Outcome Agreement** Failure to deliver SFC Regional Outcome Agreement targets at a time of limited resource results in future credit and/or funding adjustments.	
Link to the Strategic Priority *Refers to the relevant Strategic Priority.*	1.2 2.1 3.2 3.4	
Risk category / appetite	Learning and Teaching	Open
Proximity	Long-term	
Impact/Likelihood	**5 x 4**	
Gross Risk Score	**20**	
Controls *A control is a framework in place to mitigate the risk.*	1) Positive engagement with SFC in relation to ROA development and monitoring for current and future years. Internal audit of ROA process indicated robust planning arrangements in place regarding development of ROA.	
	2) Effective internal monitoring and reporting procedures in place, including operational planning process, and monitoring through the Board of Management and all Committees.	
	3) Good working relationships with local authorities and schools in order to access attainment funding in support of College activities in this area.	
	4) Detailed curriculum development planning and review process which has been subject to positive review by internal audit.	
	5) Blended approach to delivery of teaching and learning including online learning allowing College to address changes in recruitment and delivery.	
	6) Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered.	
	7) The Board of Management to consider the College ROA during February 2020 meeting. The draft ROA will then be submitted to the SFC for initial consideration.	
Probability/Impact	**4 x 3**	
Net Risk Score	**12**	
Trend	↔	
Risk Owner	Principal	

Risk number	7	WCS 5
Risk description	**National Pay Bargaining** Impact and outcome of National Pay Bargaining for both teaching and support staff.	
Link to the Strategic Priority *Refers to the relevant Strategic Priority.*	1.1 1.2 1.3 3.4	
Risk category / appetite	Staffing and HR	Open
Proximity	Medium-term	
Impact/Likelihood	**6 x 3**	
Gross Risk Score	**18**	
Controls *A control is a framework in place to mitigate the risk.*	1) WCS representation and involvement in national college Employers Association and national joint negotiating committee (NJNC).	
	2) Financial impact assessment / planning scenarios on the impacts of National Bargaining ongoing. National Bargaining funding distribution for 2019-20 agreed with Colleges Scotland and the Scottish Funding Council.	
	3) Business Continuity Planning considers impact of industrial action, with specific plans in place.	
	4) Local trade union consultation and negotiating committees for support and teaching staff continuing to meet on an ongoing basis in order to maintain positive College industrial relations.	
	5) Robust college sector and WCS communications plan including liaison with Student Association on impact on students.	
	6) Local workforce planning arrangements subject to positive internal audit review (June 2018). Workforce planning being carried out at departmental level based on agreed template.	
	7) Support and teaching staff pay award until September 2020 in place.	
Probability/Impact	**4 x 3**	
Net Risk Score	**12**	
Trend	↔	
Risk Owner	Principal	

Risk number	8	WCS 6
Risk description	**IT Systems and Infrastructure** Failure to maintain or acquire and use IT systems and infrastructure to support the digital ambitions of the College.	
Link to the Strategic Priority *Refers to the relevant Strategic Priority.*	11 2.1 3.3 4.2	
Risk category / appetite	Digital	Hungry
Proximity	Medium-term	
Impact/Likelihood	**4 x 4**	
Gross Risk Score	**16**	
Controls *A control is a framework in place to mitigate the risk.*	1) IT Strategy, Policies / Procedures and system access processes in place. The Finance and General Purposes Committee review progress achieved in delivering the IT Strategy on an annual basis and are satisfied with progress given the level of resource available to the College - although recognise that the College digital ambitions are being constrained by the level of SFC funding. Strategic dialogue with Colleges Scotland and the SFC is ongoing in an effort to secure the required level of funding in order to deliver College digital ambitions.	
	2) Staff and student feedback and evaluation procedures in place.	
	3) IT Contingency Plan in place with regular review.	
	4) College has renewed its Cyber Essentials Plus accreditation as required. Work commencing on updating the Scottish Government Cyber Resilience Framework.	
	5) College Digital Strategy which sets out digital ambitions for the College, presented and approved by the Board of Management.	
	6) Discussions remain ongoing with the SFC on IT condition survey and College offered to be model for future sector wide survey.	
	7) College HR department providing support to staff undertaking national support staff job evaluation.	
Probability/Impact	**4 x 3**	
Net Risk Score	**12**	
Trend	↔	
Risk Owner	VP Operations	

Risk number	9	WCS 15
Risk description	**College Transformation Plan** Failure to deliver the financial and/or non-financial objectives outlined in the College Transformation Plan "Future Proofing Our College".	
Link to the Strategic Priority *Refers to the relevant Strategic Priority.*	1.1 2.1 3.4 4.3	
Risk category / appetite	Governance	Cautious
Proximity	Long-term	
Impact/Likelihood	**4 x 4**	
Gross Risk Score	**16**	
Controls *A control is a framework in place to mitigate the risk.*	1) Transformation Plan has been developed by the College and discussed in detail with the SFC.	
	2) Board of Management have approved the Plan and financial objectives are monitored through the F&GP Committee. Board of Management monitor overall plan achievement.	
	3) Projects have been initiated in line with the plan and are directed by a specific member of SMT.	
	4) Detailed delivery plan has been created to allow milestones to be set and monitoring to take place.	
	5) College has a plan in place to meet financial objectives during 2019-20. However future years remain challenging and the plan will require to be further reviewed/updated. SFC indicative funding figures have been published and have crystallised the financial challenges faced by the College. No guidance on future years.	
Probability/Impact	**3 x 4**	
Net Risk Score	**12**	
Trend	↔	
Risk Owner	Principal	

Risk number	**10**	WCS 9
Risk description	**Staff Relations** Inability to maintain positive staff relations	
Link to the Strategic Priority *Refers to the relevant Strategic Priority.*	1.2 1.3 3.4	
Risk category / appetite	Staffing and HR	Open
Proximity	Long-term	
Impact/Likelihood	**4 x 3**	
Gross Risk Score	**12**	
Controls *A control is a framework in place to mitigate the risk.*	1) Approved Workforce Plan in place to address Audit Scotland recommendations and implementation reviewed by the Board CDC and HR Committee.	
	2) Internal audit on internal communications reported that that the College had effective internal communication channels to staff and students.	
	3) Clear procedures for communication and engagement with Trade Unions and College staff.	
	4) Staff engagement sessions and staff surveys undertaken on regular basis allowing matters to be raised and issues to be addressed early.	
	5) Local trade union consultation and negotiation committees in place for teaching and support staff.	
	6) College is supportive of staff involvement in national job evaluation scheme and has open dialogue with Unions as to how staff can be supported.	
Probability/Impact	**3 x 3**	
Net Risk Score	**9**	
Trend	↔	
Risk Owner	Principal	

Risk number	11	WCS 11
Risk description	**<u>Alternative Income Growth</u>** Ability to generate consistent levels of alternative income or to grow alternative income streams.	
Link to the Strategic Priority *Refers to the relevant Strategic Priority.*	1.1 2.3 3.1 3.2	
Risk category / appetite	Competitive Environment	Open
Proximity	Long-term	
Impact/Likelihood	**4 x 3**	
Gross Risk Score	**12**	
Controls *A control is a framework in place to mitigate the risk.*	1) Alternative Income Strategy currently under development in response to requirements of College Transformation Plan objectives. Strategy will be subject to review by Corporate Development Committee.	
	2) Annual financial budget agreed and monitored by the Corporate Development Committee.	
	3) Strong partnerships with local employers and stakeholders.	
	4) Operation planning process used to identify potential opportunities for income growth.	
	5) Adaption of course portfolio to meet student / employer needs.	
	6) Financial strategy and planning in place to address resource needs and redirect as required.	
	7) Review of resources required within Curriculum Development Planning procedure.	
	8) Commercial Development Group meets bi-monthly to review and address challenges of delivering alternative income.	
Probability/Impact	**3 x 3**	
Net Risk Score	**9**	
Trend	↔	
Risk Owner	VP Educational Leadership	

Risk number	12	WCS 10
Risk description	**Workforce Planning** Failure to embed Workforce Plan resulting in lack of appropriate resources and skills being developed to achieve College strategic objectives and outcomes	
Link to the Strategic Priority *Refers to the relevant Strategic Priority.*	1.3 2.3	
Risk category / appetite	Staffing and HR	Open
Proximity	Long-term	
Impact/Likelihood	**4 x 3**	
Gross Risk Score	**12**	
Controls *A control is a framework in place to mitigate the risk.*	1) College Workforce Plan and associated reporting requirements approved by the Board of Management.	
	2) Detailed teaching resource planning through use of curriculum mapping tool (CMAP).	
	3) Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities.	
	4) ITrent HR and payroll software developed to provide staff data and reports including an establishment report.	
	5) Professional Development Policies are aligned to strategic priorities.	
	6) Roll out of College CPD review process is ongoing and supports succession planning, leadership development and assists in mitigating the impact of the loss of key staff.	
	7) Internal audit reviewed workforce planning as part of 2018-19 audit plan. All recommendations made by internal auditors fulfilled and OD&HR Committee updated on progress.	
	8) Initial results from staff skills survey being used to allow the College to identify and address future skills gaps.	
Probability/Impact	**3 x 2**	
Net Risk Score	**6**	
Trend	↔	
Risk Owner	Principal	

Risk number	13	WCS 13
Risk description	**General Data Protection Regulations** Inability to ensure a holistic response to data and information governance, including compliance with the General Data Protection Regulations (GDPR).	
Link to the Strategic Priority *Refers to the relevant Strategic Priority.*	3.4 4.1	
Risk category / appetite	Governance	Cautious
Proximity	Long-term	
Impact/Likelihood	**3 x 3**	
Gross Risk Score	**9**	
Controls *A control is a framework in place to mitigate the risk.*	1) Data Protection Officer (DPO) appointed in compliance with legislative requirement. DPO is part of shared services agreement allowing the College to work collaboratively with other institutions.	
	2) DPO is undertaking review of departmental compliance with data legislation and addressing issues as required. Reports provided to working group on progress and issues identified / rectified.	
	3) College has a working group covering GDPR and data management issues with involvement from senior staff. The Group has oversight of the information risk assessment process.	
	4) Data Protection concepts and principles embedded within the operations of the College.	
Probability/Impact	**3 x 2**	
Net Risk Score	**6**	
Trend	↔	
Risk Owner	Principal	

Risk number	14	WCS 14
Risk description	**Estate Investment Works** Normal business activities are unduly affected due to the complexity of sequencing estates investment works.	
Link to the Strategic Priority *Refers to the relevant Strategic Priority.*	1.2 3.4	
Risk category / appetite	Learning and Teaching	Open
Proximity	Long-term	
Impact/Likelihood	**4 x 2**	
Gross Risk Score	**8**	
Controls *A control is a framework in place to mitigate the risk.*	1) Detailed resource planning involving all relevant parties at stage to address any issues in advance of project start date.	
	2) Staff resource increased during 2018-19 to address the significant increase in level of expenditure and complexity of projects being undertaken.	
	3) Well embedded project / estate team with knowledge base that allows issues to be identified and addressed.	
	4) Use of external professional advisors to provide oversight and critical review of proposed activities / plans.	
Probability/Impact	**3 x 2**	
Net Risk Score	**6**	
Trend	↔	
Risk Owner	VP Operations	

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. 22 January 2020
b. 5 March 2020
c. 6 May 2020

2.   **LJCNC Support:**
a. 22 January 2020
b. 5 March 2020
c. 6 May 2020

3.   **EDI**:
a. 14 May 2020

4.   **Health & Safety**
a. 20 May 2020

Action: The Committee is invited to note the 8 sets of 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 Clydebank Campus on 22nd January 2020

Present:

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

Apologies: D Alexander, M Gillan, S Gorman, J Lacey, G Ross

Abbreviations used: MS – Management Side   SS – Staff Side

L Connolly stated that in view of the fact that there was no representative in attendance from Greenock campus on this occasion, she proposed that in future, it would be worth allowing representatives to use Skype.
It was agreed that Skype should be used on a pilot basis.

Action

1   Minutes of previous meetings held on 12th December 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 to consider feedback and respond to J Kelly.   DG

2.2   Option to introduce "Defer" mark to register
S Graham stated that this still had to be discussed at the ELT   SG

2.3   Workshop Stewards
S Graham stated that work was continuing on the review. Any reallocation of roles had to be achieved within existing budgets.
J Kelly stated that students had to engage in a store environment and there was not a stores person in place to assist with this learning requirement.
S Graham stated that she was awaiting a report from R Aitken.   SG

2.4   Rights of Lecturers placed in vulnerable situations
D Gunn agreed to circulate the Violence and Aggression at Work Procedure.
D Gunn stated that a reminder would be sent to all staff about online training.   DG

2.5   Bank Lecturing Recruitment Process
D Gunn stated that Bank staff not used, would have their employment particulars retained on file for a period of 18 months instead of 12 months as per current practices.

D Gunn also stated that delays in appointment were caused by individuals not returning employment documents in a reasonable timeframe. In future, documents would have to returned for processing by a specific date.

2.6   Save the Planet International Day
J Kelly stated that he had met with the Student President and Vice President and discussed other days to promote this cause.
L Connolly stated that the College was keen to promote the sustainability agenda and doing so, through the appointment of a Sustainability Officer.

2.7   Staff Access to Gyms Out with the College
D Gunn stated that Joe Rafferty would circulate details to staff.   DG

2.8   Menopause in the Workplace
P Nelson stated that she had met with Joe Rafferty and discussed various initiatives being taken forward by the HR Department.

2.9   Cladding and Windows – Finnart Street campus
D Gunn referred to the updated provided at the Health and Safety committee on 4 December 2019.
"P Thorne informed the committee that the external inspection of cladding recommended some minor works are necessary. Works will start week commencing 16 December 2019 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."

2.10   Subject Specific Training / CPD
D Gunn stated that he had agreed with M Gillan, that he would discuss this matter out with the committee.

2.11   Person in charge of campus – System for ID
S Graham stated that refresher training involving Receptionists had taken place.

3   Funding Update
L Connolly stated that the Scottish Government interim budget would be published on 6 February and the UK budget on 11 March 2020.

4   IV Responsibilities
J Kelly stated that all teaching staff were involved in IV but the responsibility and authority for IV was with promoted staff.
J Kelly stated that a member of teaching staff had referred to the wording in the Contract of Employment. It had not reflected this position.
D Gunn stated that the wording would reflect the national agreement but he   DG
would follow up with J Kelly.

5   Fit to Study Policy
E Crummie stated that this matter had been discussed at a Branch meeting.
There was a difference of opinion in terms of the discussions that had taken place at CQL meetings.

E Crummie stated that the feedback at the Branch meeting had been that CQLs were in favour of a Fit to Study Policy, but they did not consider the version presented to be suitable.

S Graham suggested that a group of lecturers should meet to discuss an appropriate Fit to Study Policy.   JK

J Kelly agreed to try and obtain a copy of similar policies from other Colleges.

L Connolly stated that it might also be worthwhile considering another name for the Policy.

6   Temperature in second floor corridor in Clydebank campus

E Crummie stated that there had been complaints for years because of cold temperature in this area.

E Crummie stated that he had spoken to the Estates Manager.

E Crummie referred to the effects of a south westerly wind.

L Connolly stated that she would ask Estates to look at options.   DA

7   Situation in Engineering, Clydebank campus

P Nelson stated that they had no feedback since the previous LJCNC meeting.

S Graham stated that additional remission had been allocated to promoted staff.

S Graham stated that she had asked the Head of Engineering to meet with E Crummie and P Nelson to provide an update for them and Engineering staff.

S Graham stated that the Head of Engineering had also raised the need for additional resources at the recent Operational Planning sessions.

S Graham stated that it had not been possible to plan the introduction of additional commercial courses but staff had responded well. The College recognised however, the need to look after their health and wellbeing.

8   AOCB

8.1   Holiday Calendar

S Graham stated that a holiday calendar would be circulated. It would reflect the fact that a significant number of subjects, such as Engineering and Construction were not taught in 3 blocks; All decisions of this type, would be taken by curriculum teams.

S Graham stated staff in Engineering and Construction were mission out on CPD days. They would look at In Service type days available to all teaching staff.

J Kelly stated that they accepted course teams would come up with ideas on delivery of curriculum to improve the student experience.

P Nelson stated that staff were concerned about the increasing use of additionality.

S Graham stated that there should not be any additionality. Relevant online teaching material should be blended in. This should be a decision made by the course teams.

E Crummie stated that there appeared to be a breakdown in communications as the feedback from a Branch meeting was that they were pressurised to introduce additional units.

S Graham reiterated that it was a decision for course teams to decide on relevant online blended units for the benefit of student learning experience.

8.2   Student Mental Health
E Crummie stated that he was keen to be involved in the student Mental Health Working group.
S Graham stated that E Crummie would be given an invitation to participate.
D Gunn stated that he was going to arrange a meeting with trade union   SG
representatives and HR staff to review the implementation of the Employee Health and Wellbeing Strategy.

8.3   Holocaust Memorial – 75ᵗʰ Anniversary
J Kelly stated that the EIS were promoting this anniversary.
It was agreed that the Marketing department would also promote this   SG
anniversary on behalf of the College.

8.4   Room usage problem with Construction Sector at Paisley campus
J Kelly asked for an update.
S Graham stated that the first stage was to look at the planning of accommodation by curriculum areas. This would include room utilisation.
J Kelly stated that seemed a fairer way of allocating accommodation.

8.5   Greenock 10 Point Plan
J Kelly asked if any decision had been made about an independent review.
L Connolly stated that the Executive had not discussed this yet but would do so at the earliest opportunity.
Another meeting would also be arranged.   LC

9   Date of Next Meeting

Date	Location
Wednesday 26ᵗʰ February 2020	Paisley Campus (Abercorn Room 2)
Wednesday 25ᵗʰ March 2020	Greenock Campus (Ardgowan 4)
Wednesday 6ᵗʰ May 2020	Clydebank Campus (Cunard Suite)
Wednesday 3ʳᵈ June 2020	Paisley Campus (Abercorn Room 2)

Signatures
Minutes of JCNCL Meeting: 22ⁿᵈ January 2020, Clydebank 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 5th March 2020

Present:

Liz Connolly   Chair
Stephanie Graham   Vice Principal Educational Leadership
David Gunn   Director Organisational Development & HR
Eugene Crummie   EIS
Susan Ferrie   EIS
Paul O'Connor   EIS

Apologies: D Alexander, G Ross, J Kelly, P Nelson and I Brown

Abbreviations used: MS – Management Side   SS – Staff Side

		Action

1   Minutes of previous meetings held on 22nd January 2020
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 stated that it had been agreed, following a discussion with J Kelly and G Ross, that a working group would be set up to look at options for harmonising legacy sickness cover arrangements. It was agreed that this group would include EIS representatives from all 3 campuses.   DG

2.2   Option to introduce "Defer" mark to register
S Graham stated that this still had to be discussed at ELT.

2.3   Workshop Stewards
S Graham stated that work was continuing on the review. Any reallocation of roles had to be achieved within existing budgets.

2.4   Rights of Lecturers placed in vulnerable situations
D Gunn stated that he had met with EIS representatives to discuss the use of relevant procedures.

2.5   Bank Lecturing Recruitment Process
D Gunn stated that the HR Department would retain the details of Bank staff (not previously used for teaching) for a period of 18 months to ensure that they could be used if opportunities arose for bank work. Also, employment documents are required to be returned by a specific date to ensure appointment process is not delayed.

2.6   Staff Access to Gyms Out with the College
D Gunn stated that J Rafferty was going to take this forward at a meeting of the Healthy Working Lives Group.   DG

E Crummie and S Ferrie asked if they could join the group.
D Gunn stated that he would ensure that they were invited to the next meeting of the HWL Group.

DG

2.7 Subject Specific Training / CPD
D Gunn stated that he would follow up with M Gillan.

DG

2.8 Temperature in second floor corridor in Clydebank campus
L Connolly stated that D Alexander had provided an update. There was a proposed solution which might not completely alleviate the problem and it was not inexpensive. Estates staff were working through the details but the College was ultimately looking to proceed with the work.

2.9 Fit to Study Policy
S Graham stated that they had received a copy of a Policy from Edinburgh College.
E Crummie stated that he would follow up action for J Kelly to seek examples of policies from other Colleges.

EC

3 Funding Update
L Connolly stated that the Scottish Government had published a provisional high-level college sector budget ahead of the UK Government budget. This may be subject to some review because of the delay in the UK Government budget to be published on 11th March. A meeting of the SFC Board would take place on 2nd April to consider the budget for individual institutions
SFC had also announced an in-year reallocation of student support funding for the sector in which totalled more than £10m, with £1.4m to be provided to WCS within the current financial year to meet student need.

4 Mandatory Training Courses
E Crummie stated that there had been a bit of a panic among staff with regard to deadlines for completion of mandatory training courses. It was very time consuming.
S Graham stated that she had completed all the mandatory training courses and it was possible to stop them and pick up later.
D Gunn stated that the mandatory courses had been available to staff for some time and reminders had been sent. A recent internal audit had emphasised the need for all staff to complete the mandatory training courses at the earliest opportunity. D Gunn stated that he had received good feedback in terms of the content of the mandatory courses.
P O'Connor stated that he had problems gaining access to the online courses in Moodle but had contacted G McIntyre who provided assistance.

5 Environmental Sustainability at WCS
E Crummie stated that this item had been submitted by another member of the Committee and asked if it could be carried over and it was agreed to do so.
L Connolly stated that the College had been shortlisted for the Green Gown Awards.
S Graham stated that Rob Aitken was leading on sustainability in the curriculum COP26.

6 Collective Grievance – Construction Section (Paisley)

E Crummie stated that he had not been involved in the discussions relating to this item and had been asked to request an update.

S Graham stated that Rob Aitken had met with Construction staff and updated them.

S Graham stated that building conversions had been delayed because another staff group had raised concerns about the removal of a shower facility. This had been resolved and the project was progressing.

S Graham stated that 5 areas would be converted into classrooms for Construction courses during summer building works.

S Graham stated that a meeting with Curriculum Heads would take place at the end of the summer months to agree the allocation of classrooms, keeping curriculum areas together.

7 Workload in Engineering (Clydebank Campus)

E Crummie asked for an update on this agenda item.

S Graham stated that the appointment of a QEL had been approved to lead on IV to meet the awarding body requirements and thereby ease the workload for the current CEL who has been undertaking this. Additional admin support would also be allocated.

S Graham stated that the request for a CQL had not been approved with the employer engagement primary remit proposed as it was not in line with a job description for a CQL.

E Crummie stated that the Engineering promoted staff had not received this feedback. It would certainly help to have administrative tasks taken away from them.

S Graham stated that the Assistant Principal and Head of Sector were meeting with Engineering staff the following day.

8 AOCB

8.1 Coronavirus

E Crummie provided an advice sheet from the EIS and asked for an update on the College approach.

L Connolly stated that the College had received advice from the SFC and NHS Scotland website. The College was updating and implementing Business Continuity Plans.

L Connolly stated that the College had to respond to an SFC questionnaire by the following day on the specific circumstances facing the College in respect of the Coronavirus. There would also be weekly telephone calls with the SFC involving all Colleges.

L Connolly stated that the College was preparing for staff working from home making sure that electronic systems were capable of doing so, particularly payroll and student funding.

8.2 Additional Units

S Graham referred to this agenda item discussed at the previous meeting. Curriculum areas had to make sure that the right units were identified, whether they were added or embedded. Units should be blended into the curriculum for the following year to ensure that the Corporate Strategy was adhered to in terms of "personalisation".

S Graham stated that this meant studying in a different way which was more flexible and efficient. This could free up staff time for development needs.

S Graham stated that this was a positive initiative for students and would allow the College to deal with the funding gap through delivery of the curriculum in a more efficient way.

S Graham stated that other Colleges were taking a different approach to dealing with their funding gaps and WCS did not intend doing so at this point in time.

S Ferrie stated that the blended learning approach had been discussed at a Development Day in her curriculum area.

S Ferrie stated that she had concerns about reductions on teaching units face to face from 18 to 16 and teaching weeks from 36 to 32. Staff had been told to transfer teaching material to Moodle.

S Graham stated that different approaches were being taken in different curriculum areas, for example, 2 x 18 weeks instead of 36 weeks for a course.

S Graham stated Sectors were looking at different models in relation to student learning. It was not a case of cutting learning time for units but implementing different models in respect of classroom and online learning. Curriculum teams were deciding, on what was best for their students.

S Ferrie stated that it seemed overall teaching hours were being reduced.

L Connolly stated that it was not about reducing teaching hours but being more flexible in the delivery methods and responding to student needs.

L Connolly stated that the College had to deliver teaching more efficiently and she had seen some very good examples of this in curriculum areas within the College.

S Graham stated that she understood immediate concerns of staff but teaching delivery had to change to be sustainable and to better meet student needs. This would be achieved with input from curriculum teams.

S Ferrie stated that they all agreed that there was a need for a change to improve student engagement, but she believed there were still time factors to be considered.

S Graham stated that there had been different pilots in this respect.

S Graham stated that it had been reported back to management that the EIS were advising staff not to engage with the blended learning approach.

E Crummie stated that he had no knowledge of this and was of the view that this would be unprofessional not to acknowledge any type of teaching method. He liked to use and integrated this approach in his teaching.

L Connolly stated that the feedback was helpful in what was a shared agenda, as everyone wanted to ensure that students had the best learning experience in seeking to   join a modern workforce.

L Connolly stated that the College would engage with staff in relation to the different options in respect of blended learning and listen to what they had to say and work together for the benefit of students.

Signatures
Minutes of JCNCL Meeting: 5th March 2020, Paisley Campus

Joint Secretary
(MS)

Date: 29th May 2020

Joint Secretary (SS)   *John G Kelly*

_____

Date: 29th May 2020

Minutes of the Local Joint Consultative & Negotiating Committee for Lecturing Staff (LJCNCL) held via Microsoft Teams on 6th May 2020

Present:

Liz Connolly	Chair
Stephanie Graham	Vice Principal Educational Leadership
David Gunn	Director Organisational Development & HR
Eugene Crummie	EIS
Susan Ferrie	EIS
Isabel Brown	EIS
John Kelly	EIS
Pauline Nelson	EIS
Stuart Gorman	EIS
John Lacey	EIS
Garry Ross	EIS

Abbreviations used: MS – Management Side   SS – Staff Side

1   Minutes of previous meetings held on 5th March 2020

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

2   Actions from Minutes

2.1   Sickness Cover Procedures

D Gunn stated that no further progress had been made on setting up a Working Group to look at options for harmonising legacy arrangements.

2.2   Option to introduce "Defer" mark to register

S Graham stated that a defer mark would be introduced to Registers for 2019-20 in line with the requirements for the Exceptional Arrangements Assessment process.

2.3   Workshop Stewards

S Graham stated that the review was ongoing.

2.4   Workload in Engineering (Clydebank Campus)

S Graham stated that the Head of Engineering had met with staff to update them and a QEL post was being recruited.

2.5   Subject Specific Training / CPD

D Gunn stated that he still had to follow up on this matter with M Gillan.   DG/MG

2.6   Fit to Study Policy

S Graham stated that they had received a copy of the Edinburgh College Policy which seemed relevant.

2.7   Mandatory Training Courses

J Kelly expressed concern that staff were being asked to complete mandatory training by the end of May when lecturers had urgent student related priorities.

He also stated that some staff had completed the mandatory courses but this had not been recorded on Moodle.

D Gunn stated that staff had been receiving reminders for over a year or more in respect of the completion of mandatory training. The most recent email to staff had been sent following an Internal Audit Report, which has highlighted the need for staff to complete the mandatory training.

D Gunn stated that any staff who could not locate a record of having completed the mandatory training should contact Gary McIntyre.

J Kelly stated that lecturers were under a lot of pressure meeting assessment deadlines.

D Gunn stated that he would write to staff on the basis that student had to be given priority but explaining that the mandatory training had to completed at the earliest opportunity.   DG

J Kelly stated that this would be helpful.

3   **Funding Update**

L Connolly stated that a reduction in the credit target had been approved by the SFC. A reduction of 5000 credits for the same overall funding better reflected activity in the West Region.

L Connolly stated that the Finance team were reviewing the budget for 2019/20 based on the impact of Covid-19. This was also being looked at on a sector wide basis by the Finance Directors Group. Alan Ritchie was the chair of this group.

E Crummie asked what the College would look like in future.

L Connolly stated that there would need to be an ongoing review of all aspects of College activities and this would include input from staff and students.

L Connolly stated that a sector wide group had been established under the auspice of the Principal's Group to consider the impact of Covid -19 and the way forward. She would lead the group.

J Kelly asked if there was any additional student funding.

S Graham stated that it did not appear that there would be any additional student funding and the College would need to fund any additional requirements.

S Graham stated that the College would be carrying out scenario planning for a return to College, based on the following 3 aims:

1. To have the fewest possible people on a campus at any one time
2. To ensure the safest possible environment for those on any one campus
3. To ensure the best possible learning and working experience for students and staff

S Graham stated that there was a proposed change to the Academic Calendar, due to the fact that there was uncertainty about College buildings being allowed to open in August and to ensure we are fully prepared for classes to start remotely as well as in college.

S Graham stated that Management were looking at the calendar for full time students.   SG

S Graham stated that the Management was proposing a calendar of 12 week blocks reducing to 11 weeks with 33 weeks overall for full time students.

This would allow 4 additional weeks at the start of full- time courses for planning, materials development and staff CPD. All full time courses would commence on 21st September if this was possible.

S Graham stated that it would also allow time to complete "defer" work. This would give lecturers a total of 6 weeks in the new academic session before classes commenced.

J Kelly stated that he would be prepared to take this proposal back to members on the basis that it was a model being adopted because of exceptional circumstances.

S Graham confirmed that this was a model being adopted because of exceptional circumstances and was not an efficiency measure.

J Kelly asked if the proposals could be sent to him by email.

P Nelson asked if the College should be recruiting 30 in a class if social distancing still applied.

L Connolly stated that the College still had a credit target to meet but there had to be ongoing conversations with the SFC. It was possible that the focus of the sector might change to also supporting unemployed workers to aid economic recovery. There were so many uncertainties going forward.

S Graham stated that classes could be split up or delivered in a different way. Delivery of practical classes would be the most challenging under the current social distancing circumstances.

4   Disciplinary Procedure – Proposed amendment

D Gunn stated that there had been discussions in recent months with trade union representatives, about the need to ensure that Disciplinary Investigations were completed within agreed timescales. This had often not been possible because of the complexity of a case and the existing workload of an Investigating Manager. There had also been other reasons such as the availability of representative and witnesses.

D Gunn stated that this had been discussed with the Executive and one option considered was the use of suitably qualified and experienced external Investigating Managers. This approach had been successfully adopted by other Colleges.

D Gunn then referred to the proposed change under 5.2 of the Disciplinary Procedure.

"If there is an expectation that an Investigation will be complex and time consuming, or if other circumstances such as potential conflicts of interest and workload make it difficult to identify an appropriate Investigating Manager, the College may choose to appoint a suitably qualified and experienced external Investigating Manager".

J Kelly stated that he would discuss the proposed change with the EIS Full Time Official.

5   Issues Surrounding Covid-19

5.1   Assessment and Learning

J Kelly stated that in his view, the SQA guidelines had not been thought through; some of the guidance lacked clarity and was contradictory.

J Kelly stated that clarity had to be provided for lecturers who were implementing guidance, particularly at Course Team level.

J Kelly stated that the level of engagement by students through remote learning was not good.

S Graham stated that staff would be supported with CPD but she realised that it was difficult for some students to engage because of their access to computers or poor broadband accessibility.

P Nelson stated that there were workload issues and too many meetings. Staff were also conscious about making grading decisions because assessment material was locked in cupboards in the College.

P Nelson stated that she realised it was not possible for all staff to gain access to the College but consideration should be some form of entry to College buildings.

S Graham stated that it would be helpful if staff put their questions about assessments into the Quality mail box and answers would then be shared with their colleagues.

G Ross stated that there was also guidance provided by other Awarding Bodies other than SQA. In his own subject area, SECTT had provided detailed guidance on assessment and related matters.

J Kelly asked about staff visiting College buildings.

S Graham stated that this was being done in a co-ordinated manner based on the need to collect material critical for the Assessment process. It was restricted to a small number of staff visiting the buildings with social distancing rules in place.

J Kelly stated that he was of the view that staff should not visit the building and would be better using their professional judgement.

S Graham stated that these visits to the buildings would be taking place in a co-ordinated manner at the request of lecturers in line with health and safety requirements.

L Connolly stated that staff had visited the buildings to collect and distribute PPE. They had done so as volunteers whilst complying with social distancing guidelines.

5.2   Working from home

J Kelly stated that working from home was a matter of concern particularly in view of the screen time staff were exposed to. There was a need to offer staff advice.

D Gunn stated that advice on working from home had been posted when the College buildings closed. He would determine whether further advice could be provided by video.   DG

P Nelson stated that there were too many meetings.

S Graham stated that she would raise this with the Assistant Principals and Heads.   SG

5.3   EIS / FELA Student Survey

J Kelly stated that the outcome of the EIS / FELA Student Survey, would be discussed at the EIS National Executive the following day. He was of the view that the survey results would be useful to colleges.

J Kelly asked if the College would allow results of the survey to be used in view of the data protection concerns that were raised.

L Connolly stated that the data protection concerns were about the method of collecting the student data.

J Kelly stated that the EIS legal advisor could not see any particular issues about using the data.

L Connolly stated that she would seek advice from the Data Protection Officer and respond to J Kelly.   LC

J Kelly stated that the data had been shared with the SQA.

G Ross stated that he had conducted a survey of his students on remote learning and would be happy to share it with S Graham and R Aitken.   GR

S Graham stated that this would be helpful.

J Kelly stated that a risk assessment of work stations whilst working from home would be helpful.

D Gunn stated that staff would need to complete a home working self-assessment. He would follow up on that.   DG

6   **Date of next meeting**
Wednesday 3rd June 2020

Signatures
Minutes of JCNCL Meeting: 6th May 2020, via Microsoft Teams

Joint Secretary (MS)		Date: 22/06/20
Joint Secretary (SS)	On behalf of J Kelly _____	Date: 22/06/20

Minutes of the Local Joint Consultative & Negotiating Committee for Support Staff (LJCNCS) held at Paisley Campus on 22nd January 2020

WEST COLLEGE SCOTLAND

Present:

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

Apologies: D Alexander

Abbreviations used: MS – Management Side   SS – Staff Side

Action

1   Minutes of previous meeting held on 12th December 2019

The minutes of the previous meeting were agreed as an accurate record of the meeting.

2   Matters arising from the minutes

2.1   Catering and Cleaning Review

L Connolly stated that she understood an update had been provided but would check.

LC

2.2   Absence Meeting with Trade Unions

D Gunn stated that he would be arranging a meeting with trade unions to discuss implementation of Employee Health and Wellbeing Strategy.

DG

2.3   Disciplinary and Grievance Investigations

D Gunn stated that this matted had been discussed with the SMT and they were considering options to ensure investigation were concluded within the required timescale.

DG

2.4   CCTV

D Gunn stated that he had spoken to the Director of Finance and Estates about the incident relating to the viewing of CCTV footage raised at the previous meeting of the LJCNCS. He had been advised that the CCTV footage had been viewed for hygiene reasons.

A Manning asked for an immediate adjournment which was granted by the Chair.

After a brief adjournment, A Manning stated that they were disappointed by the feedback from management. They believed that the CCTV Code of Practice had not been followed in respect of the incident previously referred to.

A Manning stated that the incident referred to at the previous meeting had been investigated by supervisory staff prior to CCTV footage being viewed. As a result the trade unions believed that there was no need to view CCTV footage and it was in breach of the CCTV Code of Practice.

L Connolly stated that D Gunn would investigate the incident referred to and report back to her. The trade unions would be advised of the outcome.

DG

A Manning stated that if staff were not adhering to the Code of Practice, had to be brought to task or the trade union would take the matter further on a formal basis.

3   Funding

L Connolly stated that the Scottish Government interim budget would be published on 6 February and the UK budget on 11 March 2020.

4   Brexit

The SS asked for an update on preparations for Brexit.

L Connolly stated that the College was as prepared as it could be, based on the information that was made available by the UK Government to date.

L Connolly stated that a briefing would be prepared for staff.   LC

5.   12.30pm finish

A Sorrie asked for an update on the management response to their dispute on this matter.

D Gunn stated that a written response would be issued before the end of the week.   DG

6.   First Aid

D Thomson stated PMAs had to attend First Aid courses out with the College to renew their first aid certificates. This was due to the fact that there was short notice provided on renewal of first aid certificates.

D Gunn stated that his understanding was that a system was in place to give early notice of renewal of first aid certificates. He would follow up on this matter.   DG

7.   AOCB

7.1   Student Placement Posts in Construction

A Sorrie asked about the advertising of Student Placement posts in Construction.

S Graham stated that this type of placement was important for students in terms of providing work experience.

The post was filled on a temporary basis to assist with backlogs.

9.   Date of next meeting:

Date	Location
Wednesday 26th February 2020	Paisley Campus (Abercorn Room 2)
Wednesday 25th March 2020	Greenock Campus (Ardgowan 4)
Wednesday 6th May 2020	Clydebank Campus (Cunard Suite)
Wednesday 3rd June 2020	Paisley Campus (Abercorn Room 2)

Minutes of the Local Joint Consultative & Negotiating Committee for Support Staff (LJCNCS) held at Paisley Campus on 5th March 2020

Present:

Liz Connolly	Chair
Stephanie Graham	Vice Principal: Educational Leadership
David Gunn	Director Organisational Development & HR
Albert Sorrie	Unison
Nicky McDonald	Unison
Laura McLean	Unite
Audrey Manning	Unite

Apologies: D Alexander

Abbreviations used: MS – Management Side   SS – Staff Side

Action

1 Minutes of previous meeting held on 22nd January 2020

The minutes of the previous meeting were agreed as an accurate record of the meeting subject to a small amendment.

2 Matters arising from the minutes

2.1 Catering and Cleaning Review

L Connolly stated that she understood that an update had been provided but would check.

LC

2.2 Absence Meeting with Trade Unions

D Gunn stated that a meeting with trade unions to discuss implementation of the Employee Health and Wellbeing Strategy would take place before the end of March.

DG

2.3 Disciplinary and Grievance Investigations

D Gunn stated that this matter had been discussed at a meeting of the SMT and options were being considered to support Investigating Managers in concluding investigations with agreed timescales.

2.4 CCTV

D Gunn referred to discussions at the previous meeting and stated that he had concluded a comprehensive investigation. He had submitted a confidential report to the Principal.

D Gunn stated that his investigation had concluded that there had been no breach of the CCTV Code of Practice.

D Gunn stated that the Principal and himself had met with A Sorrie and A Manning and discussed the outcome of the investigation. There had been a constructive discussion and agreement that it would be beneficial to review aspects of the CCTV Code of Practice to ensure total clarity in respect of implementation. This would include forms used to implement the Code of Practice.

DG

3   **Funding**

L Connolly stated that the Scottish Government had published a provisional high-level college sector budget ahead of the UK Government budget. This may be subject to some review because of the delay in the UK Government budget to be published on 11th March. A meeting of the SFC Board would take place on 2nd April to consider the budget for individual institutions.

SFC had also announced an in-year reallocation of student support funding for the sector in which totalled more than £10m, with £1.4m to be provided to WCS within the current financial year to meet student need.

4   **Senior Curriculum Administrative Post**

A Sorrie stated that following the resignation of a postholder, this vacancy had been advertised on a temporary basis. Staff were asking why it had not been advertised on a permanent basis.

S Graham stated that there was an ongoing review of admin support as discussed at a previous meeting of the LJCNCS. The current admin structure had been implemented on a temporary basis pending a more comprehensive review.

S Graham stated that admin support needed to be realigned to the sectors.

S Graham stated that it had been decided not to advertise this post on a permanent basis because of the ongoing review of admin by Iain Forster Smith.

D Thomson asked if the promoted post would be kept at the same grade in future. S Graham stated that this was likely but no decisions would be made until the review was complete.

5.   **IT shutting down computers automatically after hours**

D Thomson stated that computers were left on overnight at Clydebank Campus. He asked if there was a way that IT could shut down computers automatically.

L Connolly stated that IT could not do this centrally. She would ask the Sustainability Group to include this as part of a sustainability campaign.   LC

6.   **Mental Health Support provided for College Staff**

A Sorrie asked if PAM Assist could be more widely publicised to all staff.

D Gunn stated that it was accessible on the intranet OD/ HR Portal but he would follow up on this helpful suggestion.   DG

7   **Backfilling of Staff during Long Term Sick Leave**

A Manning stated that it was taking up to 10 weeks to cover admin staff on long term sick leave and this was increasing the workload of their colleagues. It could also affect their mental health.

S Graham stated that one aspect of the admin review being carried out by Iain Forster-Smith, was to ensure more flexibility for cover of sickness.

D Gunn stated that requests for sickness cover were considered on a case by case basis. There was a finite budget for sickness cover. He explained that the overall cost of sickness absence to the College was in the region of £2m per annum.

8   **Annual Leave during Sick Leave**

A Manning asked about support staff absent on sick leave during a public holiday being allowed to get the holiday back.

D Gunn referred to the minutes of meetings of the LJCNCS on 18th February 2016 and 27th April 2016 where it had been clarified that there was no entitlement to

public holidays in lieu if they occurred during an individual sick leave. The meeting on 27th April had been attended by a Unite full time official.

A Manning stated that there was a need for clarity in the entitlement of term time workers to obtain annual leave in lieu as a result of sickness.

D Gunn stated that it would be helpful to discuss this in more detail out with the meeting.

<div align="right">DG/AM</div>

9   Paisley car park

A Manning stated that there were instances of staff having their cars blocked by other cars.

D Thomson stated that the Police should be involved if cars were blocked in.

A Manning asked how long Milne Craig would be using the WCS car park.

L Connolly stated that there had been a merger with an increased number of staff requiring car parking.

D Gunn stated as previously explained, there were no restrictions on Milne Craig using the WCS car park as it was available to the public.

10.   AOCB

10.1   Corona virus

L Connolly stated that the College had received advise from the SFC and NHS Scotland website. The College was implementing Business Continuity Plans.

L Connolly stated that the College had to respond to an SFC questionnaire by the following day on the specific circumstances facing the College in respect of the Corona virus. There would also be weekly telephone calls with the SFC and other colleges.

L Connolly stated that the College was preparing for staff working from home making sure that electronic systems were capable of doing so, particularly payroll and student funding.

Present:

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

Apologies: D Alexander

Abbreviations used: MS – Management Side   SS – Staff Side

Action

1   Minutes of previous meeting held on 5th March 2020

The minutes of the previous meeting were agreed as an accurate record of the meeting.

2   Matters arising from the minutes

2.1   Catering and Cleaning Review

L Connolly stated that D Alexander had confirmed an update had been provided to staff.

2.2   Absence Meeting with Trade Unions

D Gunn stated that a meeting with trade unions to discuss implementation of the Employee Health and Wellbeing Strategy had not taken place before the end of March and would be rescheduled at a later date.

2.3   CCTV

D Gunn stated that the Data Protection Officer was currently reviewing the forms used to implement the CCTV Code of Practice.

2.4   IT shutting down computers automatically after hours

L Connolly stated that this item had been superseded by the closure of the College buildings but would remain on the agenda of the Sustainability Group.

2.5   Mental Health Support provided for College Staff

D Gunn stated that PAM Assist had been publicised on the College Intranet.

2.6   Annual Leave during Sick Leave

D Gunn agreed to send a link to the minutes of the LJCNCS meetings on 18th February 2016 and 27th April 2016 as per his reference to them in the previous minutes.

DG

3   Funding Update

It was agreed that the agenda item "Impact on College finances going forward" would be covered under Funding update.

L Connolly stated that a reduction in the credit target had been approved by the SFC. A reduction of 5,000 credits with the same level of funding better reflected activity in the West Region.

L Connolly stated that the Finance team were reviewing the budget for 2019/20 based on the impact of Covid-19. This was also being looked at on a sector wide basis by the Finance Directors Group. Alan Ritchie was the chair of this Group.

L Connolly stated that commercial income had been significantly affected because businesses were furloughing their employees.

A Manning stated that this applied in particular to the Flexible Workforce Development Fund which would be challenging going forward.

L Connolly stated that the College sector would play an important role in economic recovery.

L Connolly stated that the Finance team were also working through a budget for 2020/21 but there were many unknown factors.

D Thomson asked if the Principal had any idea of the shortfall in the 2019/20 budget.

L Connolly stated that the Finance team were still working through the projected shortfall in budget.

A Manning asked if the SFC had given any indication of the financial support they would provide for Colleges.

L Connolly stated that the Chief Executive of the SFC was in weekly contact with College Principals and the SFC were being as flexible as possible.

D Thomson asked that the trade unions be kept in the loop and that the College was as open as possible with staff.

L Connolly stated that this would be the case.

4   Disciplinary Procedure – proposed amendments

D Gunn stated that there had been discussions in recent months with trade union representatives, about the need to ensure that Disciplinary Investigations were completed within agreed timescales. This had often not been possible because of the complexity of a case and the existing workload of an Investigating Manager. There had also been other reasons such as the availability of representatives and witnesses.

D Gunn stated that this had been discussed with the Executive and one option considered was the use of suitably qualified and experienced external Investigating Managers. This approach had been successfully adopted by other Colleges.

D Gunn then referred to the propose change under 5.2 of the Disciplinary Procedure.

"If there is an expectation that an Investigation will be complex and time consuming, or if other circumstances such as potential conflicts of interest and workload make it difficult to identify an appropriate Investigating Manager, the College may choose to appoint a suitably qualified and experienced external Investigating Manager."

A Sorrie stated that he had discussed the proposed change with Chris Greenshields who was a Unison national representative. Chris was of the view that this type of change had to be negotiated at a national level. Chris Greenshields had also expressed concern about the cost of using an External Investigating Manager.

D Gunn stated that his understanding was that only HR Policies were being discussed at a national level and not HR Procedures. He would seek clarification from Colleges Scotland.   DG

D Gunn stated that he was surprised at the response to the proposal as this was a local initiative intended to help the wellbeing of staff by ensuring that investigations in complex cases, were not prolonged causing stress to staff.

L Connolly stated that the costs involved in using an External Investigating Manager was a matter for the College and not Chris Greenshields. It could well represent a saving to the College in terms of opportunity cost.

A Manning stated that she had discussed the proposed change with her Regional Officer who had also expressed concerns.

5   Enrolments for next year

A Manning asked for an update on enrolments for next year.

S Graham stated that all overall applications were down, more offers had actually been sent out to students than this time last year. The College had to be sure that they could run courses whilst complying with social distancing requirements however. This applied in particular to practical courses.

S Graham stated that there had been a higher number of applications for Foundation Apprenticeship courses.

S Graham stated that the College would be opening enrolments for full time courses in May. She explained that with regard to having social distancing measures in place, it may be necessary to run practical units or courses later in the year.

S Graham stated that the position would become clear as Scottish Government Guidance was published.

6/7   When does the College expect to reopen / How will we ensure social distancing in the College?

L Connolly stated that she could not answer these questions at the moment, but the College was planning for different scenarios in respect of starting the new term.

S Graham stated that the College would be carrying out scenario planning for a return to college based on the following 3 aims:

1. To have the fewest possible people on a campus at any one time
2. To ensure the safest possible environment for those on any one campus
3. To ensure the best possible learning and working experience for students and staff

S Graham stated that input from trade unions and members of staff would be important going forward as proposals for a return to college were being prepared.

S Graham stated that the College would expectstaff with underlying health problems would have to work from home and other staff might choose to do so in agreement with management in order to prevent the spread of the virus.

It was important that management, trade unions and staff shared good ideas.

D Thomson stated that a lot of staff were complaining about working from home and missed the social side of being in College.

S Graham stated that the aim was to have the fewest people on campus.

S Graham stated that proposals had been made to the EIS for 11 week teaching blocks with students, commencing on 21st September 2020. This would allow more time for planning and estates issues.

L Connolly stated that the College would not go back to the way it worked before.

A Sorrie stated that there was a health and safety aspect in terms of the need for risk assessments to be completed.

D Gunn stated that this would be a priority.

8   Holidays carried forward

D Thomson stated that staff were looking for clarification on the College position in respect of the circular in the Dispute resolution.

L Connolly stated that it was a minimum of 5 days to ensure health and wellbeing of staff.

A Manning stated that there was a staff expectation of no upper limit.

L Connolly stated that his could not be possible because of operational requirements.

S Burton stated that something should be sent out to staff.

L Connolly stated that clarification on the College position with regard to carrying over of holidays would be issued to staff.   DG

9   Job Retention Scheme - Furlough

A Manning asked for an update on the College position.

D Gunn explained that in view of the guidance from the SFC on the Job Retention Scheme, the College was investigating the option of submitting an application in view of the loss of commercial income. No final decision had been made to date and trade unions would be kept fully informed.

L Connolly asked for the views of trade union representatives on the use of the Job Retention Scheme.

D Thomson asked if staff would be guaranteed 100% salary and pension.

L Connolly stated that this would be the College approach.

A Manning stated that if this was the case, the trade unions would take a positive view as they wanted the best for the College.

L Connolly stated that no decisions had been made.

10   CPD Reviews

A Sorrie asked about the position with regard to CPDR reviews.

D Gunn stated that a note had gone out to all staff and Managers asking them to participate in the CPDR review process.

11   Care and Life Science Senior Admin post – Paisley campus

A Manning asked for an update.

S Graham stated that a review of admin and the student application process made it clear that there was a need for flexibility in the use of admin resource.

S Graham stated that there had been an excellent response to a call for admin staff to assist the Distance Learning Team.

S Graham stated that the review of admin was continuing and no decisions would be made on vacancies until this was concluded.

12   Date of next meeting

Wednesday 3rd June 2020

WEST COLLEGE
SCOTLAND

Present:		**Present:**	
David Gunn (Chair)	Director OD and HR	Robin Chandler	Stakeholder Experience Co-ordinator
Clare Fraser	EDI Manager	Albert Sorrie	Unison
George Smith	ESL Manager	Karen Combe	HR Manager
I Forster-Smith	Assistant Principal	Vanessa Thompson	Student President
Drew McGowan	Policy Officer	Emma Hannah	E- Learning Team Leader
Alison Mitchell	Student Life Manager		
Apologies:	C MacNab, F McKenzie, Priya Kaur		

	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 5th December 2019 were agreed as an accurate record.	
3	**Matters arising from 26th September 2019**	
3.1	**BSL Support**	
	D Gunn stated that under current circumstances and pending the outcome of National Job Evaluation to determine grades of all posts, the College would continue using temporary cover as required.	
3.2	**Accessibility Regulations - SLWG**	
	The NUS Audit Tool has not been released yet. V Thompson will distribute when available.	
3.3	**Gender Action Plan AY 18-19 Data**	
	Data has been updated and published in the Gender Action Plan.	
3.4	**Sharing Practice – Mental Health Conference – 8 November 2019**	
	C Fraser forwarded information to IFS and CMacN from the Mental Health Conference, including the University of Bristol wording for opting in to notifying preferred contact in the event of a mental health crisis.	
	Presentation is not publicly available but notes have been passed on to J Redman.	
4	**Gender Action Plan**	
4a	**National Conference 20 January 2020**	
	Gender Action Plans have 5 year time span and current Plan ends this Academic Year. The Conference reflected on progress within the sector as a whole which has been mixed.	
	The Plan should be a living document and discussions were made to ensure a more active way is encouraged for greater engagement with staff working in the most imbalanced subject areas, including the development of a Working Group.	

4b   **SFC Institutional Guidance**

Revised GAPs for 20-23 were due to be published by the end of July 2020. These require specific links with ROA and IFS stated connection also should link with DYW.

The deadline has been delayed by SFC.

4c   **GAP Institutional Leads Event 20 April 2020**

Event postponed.

5   **Preventing GBV**

5a   **Student Association Planning Session 15 Jan 2020**

GBV training delivered by C Fraser and V Thompson.

Student Association to consider methods of engagement with students on social media and how to promote support. V Thompson to liaise with Marketing.   VT

I Forster-Smith highlighted an article on the Student Intranet re Emily's Test for additional reading.

5b   **Renfrewshire Council GBV Strategy Group**

CF has joined GBV Strategy group.

Group meeting postponed until later in the year.

6   **EDI Audit**

D Gunn confirmed he had received a good report from the recent Scott Moncrieff   DG
audit and would circulate to the Committee.

Recommendations for action included the following points:

- All staff to complete mandatory training within required timeframes
- Ensure all policies and Equality Impact Assessments are reviewed within stipulated time schedules

D Gunn confirmed policies and procedures are included as an SMT agenda item and are reviewed each fortnight where necessary.

7   **Monitoring Career Progression and CPD**

C Fraser working with HR to improve monitoring including adding additional fields   CF
to iTrent (protected characteristics re career progression.) More work is needed on analysis of CPD with G McIntyre and J Rafferty.

8   **Generations Working Together Resources**

GWT is funded by the Scottish Government to support good practice in intergenerational work. They have resources, networks and events which might be of interest. C Fraser to circulate details to committee.   CF

9   **Amending Candidate Record**

C Fraser stated an increasing number of trans students are asking to change name and/or gender on their Candidate Record.

The SQA Guidance states Colleges "may" ask for evidence.

C Fraser and C MacNab have discussed this and consider the provision of evidence should be a requirement, similar to a name change when someone is married/divorced.

The Committee recommended that objective evidence should be provided.

I Forster-Smith agreed to check the existing process / policy regarding requests by   IFS
students to amend the candidate record.

10   AOCB

No AOCB noted.

G Smith advised the group that adjustments or changes required to support students were being made and scribes were working remotely.

Some students however, had no Wifi, data or hardware.

D Gunn confirmed SMT were receiving requests from students and staff and laptops were being distributed on a priority basis.

11.   Date and time of next meeting

Thursday 24th September, 10am

Equality, Diversity & Inclusion Committee
AGREED Meeting Dates 2020 -2021

Date	Time
Thursday 24th September 2020	10.00am
Thursday 3rd December 2020	10.00am
Thursday 11th March 2021	10.00am
Thursday 20th May 2021	10.00am

Present:

David Gunn (Chair)	Director Organisational Development & HR
Joe Rafferty	Head of Organisational Development & HR
Rob Aitken	Assistant Principal Technology and Skills
Iain Forster-Smith	Assistant Principal Student Life and Skills
Cathy MacNab	Assistant Principal Performance and Skills
Peter Thorne	Head of Estates
Mandy Cameron	Health and Safety Advisor (Paisley Campus)
Donna McPate	Health and Safety Advisor (Greenock Campus)
Don McGovern	EIS Health and Safety Representative (Greenock)
Susan Ferrie	EIS/FELA Health and Safety Representative (Clydebank Campus)
Douglas Porter	EIS/FELA Health and Safety Representative (Paisley Campus)
Nicky McDonald	Unison Health and Safety Representative (Paisley)
Vanessa Thompson	Student Association President

Apologies:

Albert Sorrie	Unison 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
Cannabis Issue
IFS met with the local Police who have agreed to carry out more general patrols in an attempt to address this issue.

Second Hand Smoke
Students Association to look at creating campaign to raise awareness of the dangers of smoking and second-hand smoke, incorporating the concerns of smoking at Renfrew North outside the Nursery. Action carried forward.   **SA**

DG confirmed that smoking is still an item on the agenda of SMT meetings.

First Aid Arrangements
DMcP advised that due to shutdown, meetings had not yet taken place with Reception line managers to discuss first aid rota, use of mobile phones, etc. Additional first aiders are still being sought. Action carried forward.   **DMcP/MC**

First Aid Evening Let Arrangements
DMcP advised that clarification on arrangements for evening lets had not yet been sought due to shutdown. Action carried forward.   **DMcP/MC**

Glass Waste
Issues resolved.

DMcP to clarify arrangements for disposal of light tubes across the campuses.

Fire Safety
Fire Warden training delivered at Greenock Campus. Further Fire Warden training at Paisley and Clydebank campuses and Evacuation Chair training, are postponed due to shutdown.

Reception Incident
Further conversation on this incident was to take place once the Health and Safety Advisors attended a CDN event where protecting workers in vulnerable situations was an agenda item. The meeting was postponed due to shutdown. Action carried forward.

DMcP/MC

Violence and Aggression Procedure and online training will now be communicated at a more appropriate time. Action carried forward.

DG

Occupational Health Screening
Integral Occupational Health have now given three months' notice and will not provide OH Screening for staff anymore, however they will still be providing HR with OH referrals. Procurement is looking at the college framework to identify a new supplier.

JR

Chairs
PT advised that between 800-1000 new chairs have now been purchased using money which cannot now be used for the original earmarked purpose and, once the tender is complete, they will know the exact number of chairs. When the chairs are received, it will be decided which areas are a priority for distribution.

College Accident and Incidents Statistics and Trends
Mental health first aid calls now being recorded as individual category.

Fire Safety – Paisley
JR, MC and Sharon Doncaster met with Scottish Fire and Rescue (SF&R) to discuss the possibility of zoning the fire alarm so that only affected buildings need to evacuate when the fire alarm activates. SF&R advised this would be acceptable provided all necessary technical adjustments are implemented, e.g. flashing beacons, etc. This will now need to be taken into consideration if a delay is put on the fire alarm (see 6.1).

Asbestos Management
No further meeting has taken place. Action carried forward

DG

Compulsory Online Training
PT previously had concerns over how cleaning/catering staff could be expected to complete this training in their working day. DG to take to SMT for discussion. Action carried forward.

Health and Safety Policy
The updated Health and Safety Policy Statement signed by the Principal and the new Chair of the Board are now displayed across the campuses.

The Health and Safety Policy has been reviewed and updated on the intranet.

3   **Healthy Working Lives**
IFS updated the committee on the work of the Healthy Working Lives Group which has met virtually on three occasions since the buildings closed.

The focus during COVID19 is to provide staff and students with various support mechanisms to help maintain fitness and mental health and wellbeing and communicate links to external agencies for further support and information.

Students, curriculum and EIS are represented on the group. IFS to email **IFS/NMcD/** NMcD and Robert Magee to request representation by Unison and Unite and **RM** request for Unions to promote the Health Working Lives section of the intranet to members.

4   **Homeworking Set Up and Training**
JR summarised the Posturite video which was previously sent to committee members for review. The video gives advice on how to create a suitable homeworking space using items found in the home, as well considering various other aspects of homeworking.

PT stated that the video is perhaps too long (30-35mins) and should be sent out with alternative, shorter, HSE guidance.

The Working with Computers module of the Health and Safety Essentials package will soon become a mandatory training item, and a further in-house e-learning module will also be communicated to staff.

JR to ensure appropriate communications to staff.   **JR**

5   **Early Consideration of Risk Assessments Relating to COVID-19 – Post Lockdown.**
JR advised committee that we have received informative and detailed risk assessment guidance and a template from Integral Occupational Health. This covers the range of issues to be considered from a health and safety perspective in preparation for the College reopening to staff and students. Health and Safety will consider the guidance and populate this risk assessment as far as possible before seeking input from other departments.

Documents to be circulated to committee members.   **DMcP**

6   **COVID-19 – Issues Which Require Further Consideration/Research**
6.1 Management issues
- PPE
- Fire alarms

- First Aid
- Building Function/setup
- When COVID-19 symptoms emerge
- Cleaning between lessons

The above issues will require further conversation, research, and government guidance before definitive plans can put in place, e.g.

- What will PPE be used for, who by, and for what purpose? This will determine the appropriate specification of equipment, such as masks, to be provided, as this will differ depending on the application. (Health and Safety Advisors will be following up with Procurement) **DMcP/MC**
- How do we maintain social distancing in the event of a fire alarm?
- What first aid provision can we safely provide? How will this be done?

PT advised that the Estates Managers are keen to implement delays on the fire alarm systems at Paisley and Greenock Campuses, similar to what is already in place at Clydebank, and we need to act quickly to secure contractor availability over the coming period. This also applies to technical adjustments which are being considered on the passenger lifts at each campus. JR agreed that delay implementation is the best way forward, but taking into consideration the need for thorough training and communication prior to re-opening the Campuses. **PT/JR**

PT stated that he had previously been asked to contribute to the re-opening scenario planning, by working through Estates considerations.
It was clear that there were going to be a number of challenges in the following areas: -

- Cleaners
  - Various issues raised, health, cleaning between classes, very few cleaners in during the day, training, putting them at risk cleaning "infected areas"
- Use of Lifts
  - The use and operation of the lifts needed careful consideration. There was a particular challenge in Greenock where we may need to involve contractors to undertake modifications.
- Circulation.
  - The width of stairs and corridors were a particular challenge and Estates were keen to encourage a revision of start, finish and break times, to minimise the number of people circulating around the buildings.
- Catering
  - The range and nature of the catering service that could be provided was under review, and various options were being explored.

Initial thoughts on these issues had been shared with SMT for consideration in due course.

JR stated that in providing training to staff, such as cleaners, the training should include reassurances on the level of risk, and the mitigation of that risk if instructions are followed.

DG explained that it was intended to form a "mobilisation group" to provide a coordinated approach to the opening of college buildings. The view of all Committee members was that that this should begin in some form asap.

DG explained that the Principal was chairing a sector wide group to consider guidance to Colleges.

DG

DG will take up the above concerns with SMT for consideration by the Mobilisation group.

MC/DMcP/JR

RA enquired as to cross college engagement to discuss the issues being faced across the sector. DG advised that the Principal sits on a group for this purpose. MC advised that H&S also attend virtual meetings with College Development Network where these issues are discussed, and ideas shared. CDN meets again tomorrow and JR will also attend on this occasion.

RA stated that it is important to stratify the risk and have a hierarchy of control measures dependant on the individual environments, tasks, and number of people involved.

6.2 EIS/FELA Issues
- Definition of Liability for staff or student considering the risk of working in a COVID-19 environment
- Building set up for return to teaching in compliance with government guidance
- PPE availability
- Commuting to and from work on return of college opening
- Cleaning services for work area/classrooms
- Self-report of symptoms of COVID-19,
- Protocol to address instances of students/staff exhibiting COVID-19 at college
- Policy explaining return to work or college post COVID-19 symptoms
- Guidance given to students and staff regarding the protocol of returning to college (safe working environment)
- Student/ Lecturer privacy should they become unwell due to COVID-19 - how do we deal with this, possible discrimination.

DG

SF advised that the issues above should be considered by the Mobilisation group and that the various unions should be part of the group.

DG will also take these issues forward with the aim to set up the Mobilisation group asap.

7   AOB

DMcG asked what consideration is being given to group sizes and vulnerable students for return to buildings. DG advised that scenario planning is currently be carried out for these issues.

DMcG asked about mandatory wearing of masks. DP advised that the wearing of masks cannot be mandatory as this can cause other issues for those with existing health concerns.

NMcD asked how the Mobilisation group is being formed. DG advised set up of the group is in the early stages, but Health and Safety and Union Reps will be kept informed of progress and invited to participate when established.

DG explained that college approach on all Covid-19 issues would be based on Guidance from Scottish Government and best practice identified in College sector.   **DG**

Date and Time of Next Meeting
TBC

Title:	**Committee Remit, Membership and Dates of Meetings in 2012/21**
Background:	At the May 2020 meeting, the remit, membership and dates of meetings in 2020/21 were included for consideration and approval.
	It was agreed that the remit of the Committee should be amended to reflect the Committee's membership. Members are asked to note that the remit previously said:

"2.   Membership
Membership of the Committee will comprise:
•   The Principal
•   3 members of the Board of Management
•   1 Co-opted member"

It is now proposed that it reads:

"2.   Membership
Membership of the Committee will comprise:
•   The Principal
•   <mark>At least</mark> 3 members of the Board of Management
•   1 Co-opted member"

The Committee is asked to note and approve the following:

• HRCDC Remit (Appendix 1)
• Current Membership List (Appendix 2)
• 2020/21 meeting dates (Appendix 3)

Action:	The Committee is asked to:
	• Consider the amendment to its remit and, if approved, recommend it for Board approval at its meeting scheduled for October 2020.
	• Approve the current membership
	• Approve the 2020/21 meeting dates
Lead:	Shirley Gordon, Secretary to the Committee
Status:	Open

Appendix 1

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West College Scotland

Board of Management

HR and Corporate Development Committee

</div>

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
- *At least* 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.

Appendix 2

HRCDC Composition (Para 2 of the Remit)

Category	Name
The Principal	Liz Connolly
At least 3 members of the Board of Management	Mark Newlands (Chair) Linda Johnston Jim Hannigan (VC) Sabira Akram
1 Co-opted member	David Mark

In Attendance	Name
Vice Principal Educational Leadership	Stephanie Graham
Assistant Principal, Enterprise and Skills	Sara Rae
Director of Communications, Policy & Planning	
Director Organisational Development & HR	David Gunn
Secretary	Shirley Gordon

Quorum	**Two members of the Board of Management**

Appendix 3

2020/21 HRCDC Meeting Dates:

- **Tuesday** 15 September 2020 – 4 till 6pm
- Wednesday 4 November 2020 – 4 till 6pm
- Wednesday 10 February 2021 – 4 till 6pm
- Wednesday 12 May 2021 – 4 till 6pm

TITLE: **REVIEW OF COMMITTEE REMIT**

Background: Due to my pending retirement on 30 November 2020, and with the agreement of the Chair, I am providing my own professional views on the remit of the Committee which was seen as temporary pending a future review. As stated at the time, I can see no synergy between OD/HR and Corporate Development which are both of critical importance to the College in their own right and in my view merit separate committees. I asked Clare Fraser to carry out some research for me in respect of the Governance arrangements for OD/HR in other Colleges and I have attached her findings which support the need for a separate OD/HR Committee.

Action: The Committee is asked to note for future reference the points put forward and supporting paper pending any future formal review of the Committee remit.

Lead: David Gunn, Director Organisational Development and HR

Status: Open

COLLEGE	HR Remit	Finance	Quality	Others	Others
NESC	Human Resources	Finance and Resources	Curriculum and Quality		
Ayrshire	Human Resources and Organisation Wellbeing	Finance	Learning and Teaching		
Borders	Human Resources	Finance and General Purposes	Curriculum and Quality	Chairs Committee	
Forth Valley	HR (including Nominations)	Finance	Learning and Student Experience	Strategic Development	
Dumfries and Galloway	HR	Finance and General Purposes	Learning and Teaching	Grievance/Appeals Committee	Board Development
Edinburgh	Policy and Resources	Policy and Resources	Academic Council	Corporate Development	
Fife	HR and Health and Safety	Finance, Commercial and Estates	Academic Quality		
Glasgow Kelvin	Human Resources	Financial Control (ins estates IT)	Learning and Teaching	Academic Board	
Glasgow Clyde	Organisational Development	Finance and Resources	Learning and Teaching		
COGC	Students Staffing and Equalities	Finance and Physical Resources	Learning and Teaching	Development	Art Foundation
Argyll	HR	Finance and General Purposes	Learning and Teaching		
Inverness	HR	Finance and General Purposes	Learning, Teaching and Research	Short term projects	
Moray	Staff Governance	Finance and General Purposes	Learning, Teaching and Quality	Building	
NHI	HR	Finance and General Purposes	Learning, Research and Teaching		
Perth	Finance and General Purposes	Finance and General Purposes	Academic Affairs	Engagement	
West Highland College	Finance and General Purposes	Finance and General Purposes	no specific Committee	Estates Project	
South Lanarkshire	HR	Finance and Resources	no specific Committee	Development Committee	
NCL	Resource and General Purpose Committee	Finance	Curriculum, Student Affairs and Outcomes		
Dundee and Angus	HR and Development	Finance and Property	Learning, Teaching and Quality		
West Lothian	Finance and General Purposes	Finance and General Purposes	Learning and Teaching		
WCS	HR and CD	Finance and General Purposes	Learning, Teaching and Quality	Estates	