

West College Scotland

HR AND CORPORATE DEVELOPMENT COMMITTEE

WEDNESDAY 4 NOVEMBER 2020 at 4.00 p.m.

Via the Teams link sent by the Secretary

AGENDA

General Business

1. Apologies – Liz Connolly
2. Declaration of Interests
3. Minutes of the Meeting held on Tuesday 15 September 2020
Enclosed MN
.1 Actions from the Minutes
Enclosed MN
4. Matters Arising from the minute (not otherwise on the agenda)

Main Items for Discussion

5. Update on Mobilisation Group
Paper 5 DG
6. Alternative Income Report
Paper 6 SR
7. Risk Strategy and Register
Paper 7 DG
8. Reports from Sub Committees
Paper 8 DG
9. Committee Membership Extension to Co-opt member Tenure
Paper 9 SG
10. Update on National Bargaining
Paper 10 DG
11. Any Other Business
Date of Next Meeting:
Wednesday 10 February 2020 – 4 till 6pm – **Location tbc.**

Shirley Gordon
Secretary to the
Committee

HR and CORPORATE DEVELOPMENT COMMITTEE

MINUTES: TUESDAY 15 SEPTEMBER 2020 at 4.00 p.m. via Teams

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 Organisational Development and HR), Waiyin Hatton (Chair of the Board), Shirley Gordon (Secretary to the Committee), Fiona McLaren (Marketing and PR Executive), Martin Joyce (Director of Infrastructure).

APOLOGIES: David Mark (co-opted member)

CDM254 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.

CDM255 MINUTES

The Chair welcomed everyone to the meeting being held via Teams and introduced Martin Joyce the newly appointed Director of Infrastructure who was in attendance as an observer as part of his induction and Fiona McLaren in attendance to present an update on the College social media activity.

The minutes of the meeting held on Tuesday 5 May 2020 **were approved.**

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

CDM256 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.

CDM257 ALTERNATIVE INCOME REPORT

[REDACTED]

- [REDACTED]

[Redacted text block]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

CDM258 SOCIAL MEDIA ACTIVITY

The Chair, on behalf of the Committee, extended his condolences on the passing of Diarmid O'Hara, Director of Communications and Policy. Diarmid would be missed hugely by the College community.

The Marketing and PR Executive described how the Directorate managed the College's social media platforms which included Facebook, Twitter, Instagram and LinkedIn. Ms McLaren led the Committee through a summary of efforts that had been made over the last 12 months to adapt content / language in relation to each platform making it more conversational, reducing text and introducing more video content to increase awareness reach.

Facebook, Instagram and Twitter were used for paid advertising promotions and the College had a healthy following on each channel with the Executives endeavouring to build a social dialogue on a wider level with partners and College stakeholders. In January 2020, an amendment was made to the Social Media Policy which aimed 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.

The Committee welcomed the approach being taken by the team in ensuring content was engaging and relatable in recognition of the huge influence social media had on students and commercial customers. The Principal acknowledged that, from October 2019 to March 2020, the team had a Creative Industries: Foundation Apprentice placement who assisted with social media video footage and that had been a great resource. Options for similar support, be it via an apprenticeship or a student intern would be explored going forward.

The Committee noted the report.

CDM259 INTERNAL AUDIT REPORT – CPD - (AT THE REQUEST OF THE AUDIT COMMITTEE)

The Director Organisational Development and HR explained that, in accordance with the 2019/20 Internal Audit Plan, Scott Moncrieff had 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.

Mr Gunn led the Committee through the report which 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”*.

Mr Gunn summarised several areas of good practice identified as well as areas for improvement. The College had accepted the recommendations and initiated the management actions noted in the report to address the issues identified. The recommendations had been added to the Rolling Audit Action Plan for monitoring purposes and Mr Gunn led the Committee through a summary of actions taken to date to address the recommendations within the four control objectives highlighting the required timescales.

The Committee noted the Audit Report and recommendations on areas for improvement.

CDM260 UPDATE ON MOBILISATION GROUP

The Director Organisational Development and HR explained that like all colleges and universities, the College closed its campuses in March in response to the unfolding Coronavirus pandemic. Since then, staff and students had been undertaking work and learning remotely. The College established a Mobilisation Group chaired by him which met remotely on a weekly basis to prepare for the phased return of staff and students in the new academic year and he provided an update on this important work.

Mr Gunn highlighted that reopening campuses to both students and staff in the safest way possible and delivering first-class education and training was of paramount importance to the College. The work of the Mobilisation Group was underpinned by three clearly defined aims, which were to ensure that the College had: the fewest possible people on campus at any one time; the safest possible environment for those on campuses; and the best possible learning and working experience for staff and students in the new academic year.

The Principal summarised the membership of the Mobilisation Group and the significant input from a range of staff, trade union representatives and the President of the Student Association.

The Board Chair commended the extensive work of the Group recognising the balance with members continuing their “day jobs”. In response to her question, the Principal confirmed that all measures for reopening were compliant with Scottish Government Guidance and messaging to staff and students was issued on a daily basis to reinforce adherence. She also alluded to the ongoing provision of mental health support services to staff and students that would continue to be made available.

Mr Gunn outlined data that was being captured regarding any positive Covid-19 test results amongst either staff or students and explained this was presented to the Senior Management Team. He agreed to bring a summary of that to the November meeting of the Committee. **{ACTION – DG}**

The Committee noted the report.

CDM261 MULTI-GENERATIONAL WORKFORCE STRATEGY

The Director Organisational Development and HR explained the Committee was of the view, at the previous meeting, 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.

With this in mind, Mr Gunn had added some contextual detail to the draft but had not had an opportunity to prepare an action plan because of his involvement in Chairing the Mobilisation Group meetings on a weekly basis since June 2020. His recommendation was that the draft Strategy be held in abeyance and taken back to the Committee with an updated People Strategy and Workforce Plan to reflect the impact of Covid-19.

The Committee noted that this represented work-in-progress and would be added to the Action List to return at a future date. **{ACTION – DG}**

The Committee agreed that the Multi-Generational Workforce Strategy be considered in greater detail at a future meeting.

CDM262 RISK STRATEGY AND REGISTER

The Chair reported that the Committee considered risk in relation to the activities within its remit. Risk was considered by the Board and all the Board Committees at each of the meetings. This meant that emerging risks were 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.

Mr Newlands presented the College Strategic Risk Register for consideration and provided 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 that was noted.

The current version of the College Strategic Risk Register was provided for consideration and it was proposed to amend the format of the current College Strategic Risk Register report so that a revised layout captured and presented the content in a user-friendly way. The Principal led the Committee through the proposed revised format of the Risk Register report describing the primary changes and the Committee agreed that the revised format was a significant improvement in terms of structure, layout and overall accessibility.

The Committee noted the report and agreed that no amendments were required at this time in relation to the activities within its remit.

CDM263 REPORTS FROM SUB COMMITTEES

Minutes from the meetings of the Sub-Committees were attached for the Committee's consideration including:

LJCNC Lecturing: 22 January 2020, 5 March 2020, 6 May 2020.

LJCNC Support: 22 January 2020, 5 March 2020, 6 May 2020.

EDI: 14 May 2020.

Health & Safety: 20 May 2020.

The Committee noted the 8 sets of minutes.

CDM264 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 approved its remit, membership and 2020/21 meeting dates.

CDM265 ANY OTHER BUSINESS

- General review of the Committee since the merger of the CDC and ODHRC – the Director Organisational Development and HR explained that, due to his pending retirement on 30 November 2020, and with the agreement of the Chair, he was providing his own professional views on the remit of the Committee which was seen as temporary pending a future review.

The Committee discussed its operation since the merger of the Corporate Development Committee and Organisational Development and HR Committee in January 2020. It was agreed that, although the new Committee had 2 distinct areas of responsibility (HR and corporate development) it was working well as members' knowledge and understanding of key issues grew. The Chair agreed that it was crucial to champion both areas at Board meetings to ensure a well-rounded understanding of corporate endeavours and exposure of the dual developments and activities and suggested HR expertise being considered in future Board member recruitment.

- Date of next meeting: Wednesday 4 November 2020 – 4 till 6pm – Location tbc.

HR & CD Committee: Actions from the Minutes

| Date of Meeting | Min Ref | Matter for Action | Responsible Person | Action Taken | Timescale (where applicable) |
|-----------------|---------|---|--------------------|---|------------------------------|
| 15 Sept 2020 | CDM260 | Update on Mobilisation Group - data was being captured regarding any positive Covid-19 test results amongst either staff or students and was presented to the Senior Management Team - summary of that to the November meeting of the Committee. | D Gunn | | November 2020 agenda item |
| 5 May 2020 | 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 | Was consider at September 2020 meeting and agreed that the Multi-Generational Workforce Strategy be considered in greater detail at a future meeting. | TBC |

TITLE: **UPDATE ON MOBILISATION GROUP**

Background: An action from the meeting on 15 September 2020 was for me to provide the Committee with an update on staff and students that had tested positive for Covid. Subsequent to that the Scottish Government have asked for a weekly update. I have attached the submission made to the Scottish Government on Monday 26 October 2020 which includes data from the beginning of the Academic Session on 21 September 2020. This submission will also be provided at weekly meetings of the Mobilisation Group.

Action: The Committee is asked to note the data provided and seek clarification as required.

Lead: David Gunn, Director Organisational Development and HR

Status: Open

Weekly collection of COVID-related management information from Scottish Colleges

Introduction

This collection is for the Scottish Government to receive weekly updates from Scottish Colleges on the latest COVID-related findings. These collections are currently being run each Friday.

To minimise workload of colleagues and ensure completeness of returns, data submitted should include figures **up to and including the previous day (i.e. up to and including Thursday)**. The worksheet 'Data template' collects information on the following measures:

- * **(New and total) numbers of students and staff who have tested positive**, broken down by
 - Number in college maintained halls (if applicable)
 - Number in Purpose Built Student Accommodation (PBSA) halls (if applicable)
 - Number of students outwith college maintained or PBSA halls (if known)
 - Number of staff
- * **Names of college or PBSA (if known) halls affected, where applicable**
- * **(New and current) numbers of students and staff who are self-isolating, excluding individuals self-isolating following the result of a positive test**
- * **Number of students withdrawing from halls and/or terminating residency agreements since last return**

Contents

The following spreadsheets are contained in this workbook:

[Definitions](#)

[Data template](#)

[Comments](#)

Data should be submitted in the 'Data template' worksheet, with any additional comments added for content in the 'Comments' worksheet.

The 'Definitions' worksheet contains definitions for several terms included in the return. Any questions regarding these should be sent to the contact listed below.

Sending returns

Please ensure that the institution name and requested information has been completed in the 'Data template' tab before sending returns. Any comments should be added to the 'Comments' tab.

Once completed, this workbook should be sent to FHEcovidstatistics@gov.scot with the institution name appended to the file name: '**Colleges COVID data collection - DD MMM YYYY - INSTITUTION NAME**'

Contact

Any questions about the returns should be sent to FHEcovidstatistics@gov.scot

Definitions of terms in data collection

| Measure | Definition |
|------------------------|---|
| Total cases | Includes all known (cumulative) cases of COVID-19 following the result of a positive test. At this time we are asking for this to include total cases since the start of semester. If this is not possible please provide comment in the 'Comments' tab to clarify whether the number provided refers to cases reported since the beginning of the pandemic since the start of the semester or whether the figure is a current running total of 'live' cases. |
| New cases | Includes only known cases of COVID-19 reported since previous week following the result of a positive test. To note for the first return this should cover the previous Friday 9th October to Thursday 15th October inclusive. If this data is not available please provide comment in the 'Comments' tab. For subsequent returns 'previous week' will be replaced with 'previous return'. |
| Current self-isolating | The number of students currently self-isolating as a result of a positive test confirmed with public health excluding individuals who have tested positive themselves. This definition is offered so that the data excludes individuals that the institution has asked to isolate due to contact with a suspected positive case as in some of these cases the test comes back negative and the self-isolator can cease their isolation). |
| New self-isolating | Includes only the additional number of students currently self-isolating since previous week as a result of a positive test confirmed with public health excluding individuals who have tested positive themselves. To note for the first return this should cover the previous Friday 9th October to Thursday 15th October inclusive. If this data is not available please provide comment in the 'Comments' tab. For subsequent returns 'previous week' will be replaced with 'previous return'. |

College COVID data collect on returns

| College | Positive cases and halls affected | | | | | | | | | | Self-isolating | | | | | Student Halls and Residency Agreements | | | | | | | | |
|-----------------------|---|-------|---------------------------------------|------------------------|---------------------------------|--|--|---|--------------------------------------|----------|---|---------------------------------------|------------------------|--|-------------------------------|---|-------------------|---|-------------------------|-------------------|---|--|---|----------|
| | New number of students and staff who have tested positive since last week | | | | | Names of college or PMSA halls affected by new cases, where appropriate (if known) | | | | | Total number of students and staff who have tested positive since the beginning of term | | | | | New number of students and staff self-isolating since last week, excluding individuals who have tested positive themselves (if known) | | Current number of students and staff self-isolating, excluding individuals who have tested positive themselves (if known) | | | Maximum capacity of student halls (total number of beds) (if any) | Current occupancy of student halls (total number of beds currently occupied) | Number of students withdrawing from halls and/or terminating residency agreements since beginning of term | |
| | Students | Staff | of which in college residential halls | of which in PMSA halls | of which in other college halls | Staff | Estimated number of students who have tested positive since last week that have been on campus in the last two weeks | Estimated number of staff who have tested positive since last week that have been on campus in the last two weeks | Names of halls (list as appropriate) | Students | Staff | of which in college residential halls | of which in PMSA halls | of which in other college and PMSA halls | Number self-isolating (exact) | of which positive cases | of which students | of which staff | of which positive cases | of which students | of which staff | Beds | Beds | Students |
| West College Scotland | 1 | 0 | 0 | 1 | 3 | 1 | 2 | | N/A | 9 | 0 | 0 | 9 | 5 | 19 | 3 | 16 | 7 | 3 | 1 | 4 | | | |

Comments on College COVID data collection returns

Institution

West College Scotland

Date Form Completed

19/10/2020

Comments on Information Provided

Please provide any caveats or contextual information that should be taken into account when looking at the figures in the table.

| Question | Comments |
|---|----------|
| New number of students and staff who have tested positive since last week | |
| Names of college or PBSA halls affected by new cases, where applicable (if known) | |
| Total number of students and staff who have tested positive | |
| New number of students and staff self-isolating since last week, excluding individuals self-isolating following the result of a positive test | |
| Current number of students and staff self-isolating, excluding individuals self-isolating following the result of a positive test | |
| Number of students withdrawing from halls and/or terminating residency agreements since last return | |

Any other comments or feedback

[provide any other general comments here]

TITLE: ALTERNATIVE INCOME UPDATE

Background:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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 Board at its meeting held on Monday 5 October 2020 and a copy of this is attached.

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: David Gunn, Director Organisational Development and HR

TITLE: STRATEGIC RISK REGISTER

Background: Under the Corporate Governance Code, the College Board of Management is tasked with ensuring a framework of risk management and control is in place. This paper:

- provides an update on the actions taken by the College to develop the College Risk Management Strategy;
- outlines the next steps in the development of the College Risk Management Strategy; and
- presents the current College Strategic Risk Register for the consideration of the Board of Management.

Action: The Board of Management is requested to:

- note the update on the development of the College Risk Management Framework;
- consider and approve the revised reporting format for the College Strategic Risk Register;
- approve the next steps in the development of the College Risk Management Strategy; and
- review and approve the Strategic Risk Register and in doing so consider:
 - The risks included in the register;
 - The risk ratings both pre and post mitigations;
 - Whether any other risks should be considered for removal; and
 - Whether any new risks should be considered for inclusion.

Lead: David Alexander, Vice Principal Operations

Status: Open

1. Risk Management Strategy

- 1.1 The West College Scotland Risk Management Strategy is approved by the Board of Management. The College Strategic Risk Register is subject to ongoing review by the Board of Management and all Board of Management Committees, with oversight being provided by the Audit Committee.

2. Development of the College Risk Management Framework

- 2.1 The June 2020 Board of Management approved revisions to the College Risk Management Strategy which recognised the agreed College risk appetite categories, the College risk appetite statement and associated amendments to the ten risk categories. These revisions were the result of a significant piece of work with the Board of Management to review the overall risk categories and the risk appetite that the College was willing to tolerate. It was also agreed that a revised layout for the format of the College Strategic Risk Register report would be developed in order to capture and present the content in a more user-friendly way.
- 2.2 The September 2020 Audit Committee considered a proposal to revise the format of the Strategic Risk Register and endorsed the updated format provided, with the inclusion of Proximity in the summary of the top 5 risks along with the trend movement. Appendix A provides the College Strategic Risk Register report in the revised format. The primary changes to the Strategic Risk Register from the previous format include the following:
- Definition pages are now at the front of the Register to allow readers to fully understand the contents. These definitions include:
 - Proximity – as to when the risk might occur
 - Impact – the estimated effect of the risk on the College strategic priority
 - Probability – the estimated chance of the risk occurring
 - Risk Score – a RAG analysis of overall risk scoring
 - Trend – indication of how the risk has moved since last reviewed
 - Risk Appetite – pictorial representation of the Board approved risk appetite per category of risk
 - College Strategy 2019-25 – a summary of the College priorities and objectives
 - 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 risk register reporting format.

- 2.3 The revised format has also been considered by the Finance and General Purposes, Asset and Infrastructure and HR and Corporate Development Committees during the September meeting cycle. All Committees commented that the revised format was a positive development and welcomed the proposed change.
- 2.4 The Board of Management is therefore requested to approve the proposed revision to the format of the Strategic Risk Register. If approval is provided, the College Risk Management Strategy will be amended to reflect the revised reporting approach and presented to the next meeting of the Audit Committee and Board of Management for approval.
- 2.5 The revised Risk Register will be uploaded onto the College's Pentana Risk system which will then allow College users to input and update the risk controls and mitigating actions in real time.
- 2.6 The College is currently reviewing and updating how it intends to develop the 2021-22 operational planning regime. As part of this review process the further integration of risk management into the operational planning cycle will further aid the development of the overall College approach to risk management. The Audit Committee will be kept updated on this work during 2020-21.

3. College Strategic Risk Register Update and Considerations

- 3.1 The College Strategic Risk Register is provided at Appendix A for consideration.
- 3.2 The Board of Management approved the risk register ratings at its meeting in June 2020. Since then meetings of the Audit Committee, Finance and General Purposes Committee, Infrastructure Committee and HR and Corporate Development Committee have considered the Strategic Risk Register and have concluded that no revisions are required to the risks at this time. However, the Nominations Committee meeting of 23 June 2020 considered risk in relation to the activities within its remit. The Committee agreed to raise the following points at the October 2020 Board meeting in relation to consideration of the Strategic Risk Register:
- The risk register includes risks associated with staff and students throughout. The Committee wishes consideration to be given to whether a risk/risks relating to the Board of Management / Board members / Committee / governance associated risks should be included, with reference to business continuity succession planning in support of Board activity; and
 - Whether there is a need to recognise a risk associated with contingency plans for the Board Secretary role.
- 3.3 The Senior Management Team has continued to undertake a review the College Strategic Risk Register. The mitigating controls have been updated to reflect:
- Updating of risk controls, including recognition of recent SFC and other funders confirmation of 2020-21 funding;

- Work undertaken to address the challenges faced by the College as a result of Covid-19. An update on the work undertaken by the College regarding Covid-19 is noted from section 3.4, below;
- Impact of additional funding to address student Digital Poverty;
- Inclusion of various Strategy Update reports received by Board of Management Committees including HR Annual Report, Financial Strategy and 2020-21 Budget and IT Strategy;
- Outcomes from recent internal audit reports;
- The revised Board Committee structure relating to the Asset and Infrastructure Committee; and
- The position in relation to future estate development activities.

3.4 The most significant risk faced by the College continues to be the business continuity challenges caused by the Covid-19 outbreak. The College successfully closed all on-site campus operations during March 2020 and transferred most teaching and learning to online - with some final deferral teaching and learning taking place on campus for 2019-20 students from July. 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 several operational and teaching challenges due to the changing guidance from the Scottish Government. It should also be noted that the ongoing impact of Covid-19 means the financial position of the College is likely to remain challenging, and this remains as a significant risk on the Strategic Risk Register.

Covid-19 Risk

- 3.5 The Covid-19 health crisis continues to be the most significant challenge the College has faced to date, and this has resulted in a level of uncertainty the organisation has not experienced before.
- 3.6 The College implemented its Business Continuity Planning arrangements and has formed a Covid-19 Incident Response Team comprising of members of the Executive, SMT and other operational staff as required. The work of the Incident Response Team has been supplemented by a Mobilisation Group being formed to address the issues relating to the commencement of on-site activities at all campuses. This Group is led by the Director of Organisational Development & HR and meets weekly. It is composed of operational staff and both student association and union representatives, and reports to the Covid-19 Incident Response Team.
- 3.7 Reopening the College campuses to both students and staff in the safest way possible, whilst delivering first-class education and training, is of paramount importance. The College has made significant progress in adapting the estate to comply with Scottish Government Covid-19 guidance allowing staff and students to return, firstly to undertake activities deferred from last year then to allow the start of the new teaching term on 21 September 2020. The return to on-campus teaching will be restricted to ensure that the College adheres to the requirement to minimise the number of people on any one campus at any one time.

3.8 Some of the more specific estate related actions taken over the past few months have included:

- The College has created a Mobilisation Group which is led by the Director of Organisational Development and HR. The Group has wide representation from across the College and includes teaching, support and estates staff along with representatives from the staff unions and the Staff Association.
- All campuses have had widespread signage installed which reinforces both Scottish Government health awareness messages and the requirement for building users to 'Keep Left, Keep Apart'.
- Clear entrances and exits have been created at each campus with corridors being divided and where possible one-way systems being put in place to maintain social distancing requirements. Social seating has been restricted to stop groups of students congregating.
- The College has maintained excellent domestic cleaning arrangements which were previously reported to the Finance and General Purposes and Estates Committees. In addition, these arrangements have been supplemented by the creation of sanitising teams who will clean those surfaces which are frequently touched, such as door handles and lift buttons.
- Supplies of disinfectant gels and wipes have been made available in all staff workrooms and toilets.
- Sanitising stations have been erected at all major entrances and exits on College campuses, allowing staff and students to disinfect their hands on entering and exiting the buildings.
- The capacity of teaching rooms has been reviewed with the users of the rooms. Where necessary room adaptations have taken place through the removal of surplus seating or taping off workstations.
- The College has introduced a clean desk policy in workrooms to allow the cleaning staff to thoroughly clean work desk along with the removal of workstations to ensure staff remain socially distant whilst in workrooms.
- Catering provision will be modified to deliver a limited 'Grab and Go' service, which is designed to ensure users move through the refectory spaces as quickly as possible.

- 3.9 Further information can be found on the College intranet at:
<https://intranet.westcollegescotland.ac.uk/cv19mob/SitePages/Home.aspx>
The intranet page also includes a video which shows the works that have been undertaken to make the College a 'Covid-19 secure location'.
- 3.10 The College has therefore made good progress in adapting the estate to date in order to comply with Scottish Government Covid-19 guidance. As Scottish Government guidance changes and adapts future consideration will be given to any further adaptations required. and some estates maintenance funding may need to be reprioritised in order to meet the cost of any necessary building adaptations.
- 3.11 Despite there being several mitigating controls in place the Senior Management Team believes that the level of uncertainty remains high around the actions that the College can take to influence the impact of the Covid-19 risk. The Board of Management has been kept update by the Principal as to the continued actions that the College has taken to address the health crisis. The risk as recognised within the Strategic Risk Register will continue to be reviewed as further information and clarity of direction become available.

4. Conclusion

- 4.1 The Board of Management is requested to:
- note the update on the development of the College Risk Management Framework;
 - consider and approve the revised format for the College Strategic Risk Register;
 - approve the next steps in the development of the College Risk Management Strategy; and
 - review and approve the Strategic Risk Register and in doing so consider:
 - The risks included in the register;
 - The risk ratings both pre and post mitigations;
 - Whether any other risks should be considered for removal; and
 - Whether any new risks should be considered for inclusion.



Strategic Risk Register

Proximity: when might the risk occur.

| Description | Timing |
|-------------|----------------------------|
| Immediate | Now |
| Medium-term | Within three to six months |
| Longer-term | Greater than 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 |
|------------|---------|--|
| High | 16 - 24 | Unacceptable level of risk exposure that requires a review of controls and immediate mitigating action |
| Medium | 6 - 15 | Acceptable level of risk exposure subject to regular monitoring |
| Low | 1 - 5 | 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 | Proximity | Gross | Net | Prior | Trend since last report |
|----------|--|-------------|-------|-----|-------|-------------------------|
| 1 | <u>Business Continuity / Cyber Resilience Planning</u> Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery primarily resulting from Coronavirus epidemic. | Medium-term | 24 | 24 | 24 | ↔ |
| 2 | <u>SFC Funding and Funding Methodology</u> 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. | Immediate | 24 | 24 | 24 | ↔ |
| 3 | <u>Estate Strategy</u> 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. | Long-term | 24 | 20 | 20 | ↔ |
| 4 | <u>Estates maintenance / capital funding</u> Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure. | Medium-term | 20 | 16 | 16 | ↔ |
| 5 | <u>Brexit</u> 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. | Medium-term | 15 | 15 | 15 | ↔ |

| | | |
|---|--|-------|
| Risk number | 1 | WCS 7 |
| Risk description | <u>Business Continuity / Cyber Resilience Planning</u> Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery primarily resulting from Coronavirus epidemic. | |
| Link to the Strategic Priority <i>Refers to the relevant Strategic Priority.</i> | 1.2 - Raising Aspirations and Enabling Students to achieve outcomes 3.4 - Managing for Resilience | |
| Risk category / appetite | Reputational/External | Open |
| Proximity | Medium-term | |
| Impact/Likelihood | 6 x 4 | |
| Gross Risk Score | 24 | |
| Controls <i>A control is a framework in place to mitigate the risk.</i> | <p>1) Business Continuity Plan available on the College intranet to staff along with departmental plans to assist during any incident.</p> <p>2) Business Continuity scenario planning sessions undertaken on a quarterly basis with involvement from both teaching and support staff. Externally facilitates and lessons learned shared with staff.</p> <p>3) College Mobilisation Group established to oversee the reopening of campuses for teaching purposes. Group is chaired by the Director of OD & HR and has representatives from staff, unions and Student Association. The Group meets weekly and is assisted by a Project Manager.</p> <p>4) Good interaction with staff, trade unions and Student Associations with regular meetings taking place and information being supplied to all parties on a timely basis normally via the College intranet, with the use of the Homeworking Times publication being key.</p> <p>5) Continued engagement with Scottish Funding Council, Skills Development Scotland and other funding bodies to gain clarity on future funding and determine impacts upon College financial sustainability.</p> <p>6) Planning at an advanced stage for limited return to campuses for the 2020-21 session from 21 September 2020, including:</p> <ul style="list-style-type: none"> - development of online materials across all areas of learning and teaching; - purchase of IT equipment to support students where there is an identified need; - estate adaptations including specified access / egress points to all campuses; improved signage; increased cleaning regime; and development of policy manuals – circulation; cleaning and catering; - on-going monitoring of supply chains based upon risk analysis supplied by APUC. | |

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|--------------------|---------------|
| 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 <i>Refers to the relevant Strategic Priority</i> | 1.1 - Developing Bespoke solutions, Fast 1.3 - Recruiting and Retaining Talented People 3.1 - Developing new income opportunities 3.4 - Managing for Resilience | |
| Risk category / appetite | Finance | Minimalist |
| Proximity | Immediate | |
| Probability/Impact | 6 x 4 | |
| Gross Risk Score | 24 | |
| Controls <i>A control is a framework in place to mitigate the risk.</i> | <ol style="list-style-type: none"> 1. Detail of 2020-21 SFC core funding for teaching, estate and student funding confirmed. Ongoing engagement with SFC on funding for period poverty and counselling support – expected to be confirmed shortly. 2. Break-even adjusted operating position (excluding the costs of voluntary severance) budget approved for 2020-21 by the Board of Management on 20 July 2020 along with 3-year financial scenario plan. Budget will be monitored continuously by SMT and quarterly by the Board of Management through provision of budget to forecast variance analysis. 3. Transformation Plan agreed with SFC to take effect from 2020-21 onwards and funding confirmed by SFC to support this. Requirement for College to deliver 2020-21 curriculum activity in accordance with the agreed Business Transformation Plan. 4. Estates Strategy 2016-2026 includes objective to improve / rationalise the College estate utilising estate maintenance funding. Annual Strategy update provided to Asset and Infrastructure Committee including progress towards achievement of objectives. 5. College Commercial Development and Credit Group report to HR and Corporate Development Committee at each meeting on level of SFC credit activity and on actions taken to maintain ESF income and to grow other non-SFC income. 6. Commercial Development and Credit Group monitor current and future curriculum delivery plans including credit delivery and staffing requirements. Report provided to each SMT meeting on credit activity. 7. Input to SMT and other College groups through representation and involvement in external review groups, CDN Finance network and student funding. | |

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|--------------------|---|
| Probability/Impact | 6 x 4 |
| Net Risk Score | 24 |
| Trend | ↔ |
| Risk Owner | VP Operations / VP Educational Leadership |

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|---|--|-------|
| Risk number | 3 | WCS 3 |
| Risk description | <u>Estate Strategy</u> Failure to deliver Estate Strategy 2016-2026 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 <i>Refers to the relevant Strategic Priority.</i> | 1.2 - Raising Aspirations and Enabling Students to achieve outcomes 3.1 - Developing new income opportunities 3.3 - Utilising Specialist Capabilities 3.4 - Managing for Resilience | |
| Risk category / appetite | Infrastructure | Open |
| Proximity | Long-term | |
| Impact/Likelihood | 6 x 4 | |
| Gross Risk Score | 24 | |
| Controls <i>A control is a framework in place to mitigate the risk.</i> | <ol style="list-style-type: none"> 1. Asset and Infrastructure Committee (A&I) receive VP Update Report at each meeting on College engagement with stakeholders including SFC, SFT, local councils and other key stakeholders. 2. Board approved Estate Strategy 2016-2026 with A&I Committee receiving annual implementation update which highlight required estate investment for consideration by SFC and Scottish Government. 3. Outline Business Cases for Paisley and Greenock estate submitted to the SFC. Update on progress made in relation to OBCs made to each A&I Committee including engagement with SFC and local councils. 4. Update report provided to each meeting of the A&I Committee which indicates how the College has prioritised the use of SFC estate maintenance funding to address the College 2019 Estate Condition Survey results. | |
| Probability/Impact | 5 x 4 | |
| Net Risk Score | 20 | |
| Trend | ↔ | |
| Risk Owner | VP Operations | |

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|--|--|--------------|
| Risk number | 4 | WCS 2 |
| Risk description | <u>Estates maintenance / capital funding</u> Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure. | |
| Link to the Strategic Priority <i>Refers to the relevant Strategic Priority.</i> | 1.1 - Developing Bespoke solutions, Fast 1.2 - Raising Aspirations and Enabling Students to achieve outcomes 2.3 - Delivering Inclusive Growth 4.1 - Using Data | |
| Risk category / appetite | Infrastructure | Open |
| Proximity | Medium-term | |
| Impact/Likelihood | 5 x 4 | |
| Gross Risk Score | 20 | |
| Controls <i>A control is a framework in place to mitigate the risk.</i> | <ol style="list-style-type: none"> 1. College Estate Strategy 2016-2026 submitted to SFC highlighted significant need of investment in College. Annual update report on implementation and progress to Asset and Infrastructure Committee. SFC updated at least twice a year on estate challenges faced by the College. 2. A&I Committee receive report on the level of SFC estate maintenance funding which is for 2020-21 only. A&I Committee receive report on planned level of expenditure compared to need and how the College is prioritising the use of the amount allocated to it. Update reports provided to each Committee on use of SFC estate maintenance funds. 3. The College regularly engages both formally and informally with both Renfrewshire and Inverclyde Councils to discuss opportunities for development of College facilities. Update report on progress provided to A&I Committee at each meeting. 4. Outline Business Cases for Paisley and Greenock submitted to the SFC following Board of Management approval. College pursuing with SFC wider curriculum horizon scanning exercise to allow the College to provide wholistic approach to curriculum delivery across the regions it serves. 5. The College has undertaken an estate condition survey in 2019 to provide up to date information of the investment required to bring the estate to Condition B status and to maintain it at this level. A presentation on the 2019 results was made to A&I Committee and the detail of this provided to the Board of Management. SFC have received a copy of the presentation for their information as well as being updated by the Vice Principal Operations. A Board of Management development session to consider estates challenges and opportunities will now take place during 2020-21. | |

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|--------------------|---------------|
| Probability/Impact | 4 x 4 |
| Net Risk Score | 16 |
| Trend | ↔ |
| Risk Owner | VP Operations |

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|---|---|----------|
| 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 <i>Refers to the relevant Strategic Priority.</i> | 1.3 - Recruiting and Retaining Talented People 2.2 - Immersive Partnerships 3.1 - Developing new income opportunities 3.4 - Managing for Resilience | |
| Risk category / appetite | Governance | Cautious |
| Proximity | Medium-term | |
| Impact/Likelihood | 5 x 3 | |
| Gross Risk Score | 15 | |
| Controls <i>A control is a framework in place to mitigate the risk.</i> | 1) College has undertaken a review of possible impacts of Brexit on operations and continues to keep this under review. This has been discussed at senior management level and with Board Committees. | |
| | 2) The College is a member of a sector working group on Brexit allowing access to latest intelligence specific to the College sector. The College continues to consider to review developments as they arise on a continuous basis. | |
| | 3) Liaison with SFC on future funding arrangements post 31 July 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 <i>Refers to the relevant Strategic Priority.</i> | 1.2 - Raising Aspirations and Enabling Students to achieve outcomes 2.1 - Creating Learning Pathways 3.2 - Developing the Market 3.4 - Managing for Resilience | |
| Risk category / appetite | Learning and Teaching | Open |
| Proximity | Long-term | |
| Impact/Likelihood | 5 x 4 | |
| Gross Risk Score | 20 | |
| Controls <i>A control is a framework in place to mitigate the risk.</i> | 1) 2020-21 ROA finalised however revised SFC guidance awaited on monitoring of 2020-21 outcomes given impact of Covid-19 upon targets. Board of Management to be kept updated of revised SFC ROA requirements for 2020-21 once known. 2020-21 ROA reported to Board of Management and individual Committees made aware of ROA objectives relevant to their remit. | |
| | 2) Effective ROA monitoring and reporting procedures in place, including operational planning process, and monitoring through the Board of Management and all Committees. | |
| | 3) Regular contact and review meetings with local authorities and schools in order to access attainment funding in support of College activities. | |
| | 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. | |
| 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 has an adverse effect on either efficiency of delivery or 2020-21 budget. | |
| Link to the Strategic Priority <i>Refers to the relevant Strategic Priority.</i> | 1.1 - Developing Bespoke solutions, Fast 1.2 - Raising Aspirations and Enabling Students to achieve outcomes 1.3 - Recruiting and Retaining Talented People 3.4 - Managing for Resilience | |
| Risk category / appetite | Staffing and HR | Open |
| Proximity | Medium-term | |
| Impact/Likelihood | 6 x 3 | |
| Gross Risk Score | 18 | |
| Controls <i>A control is a framework in place to mitigate the risk.</i> | <ol style="list-style-type: none"> 1) College representation and involvement at senior level in national Employers Association and national joint negotiating committee (NJNC). Update reports provided to both SMT and Board of Management Committees. 2) Financial impact assessment / planning scenarios on the impacts of National Bargaining included within the planning of 2020-21 budget and three-year forecast. 3) Business Continuity Planning considered 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 a regular basis in order to maintain positive College industrial relations. 5) Robust sector and College communication plan including liaison with Student Association on potential impact on students and staff of outcome from National Bargaining negotiations as required. 6) Workforce planning being carried out at departmental level based on national agreements. Results of latest round of planning incorporated into Human Resources Annual Report 2019. | |
| 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 <i>Refers to the relevant Strategic Priority.</i> | 1.1 - Developing Bespoke solutions, Fast 2.1 - Creating Learning Pathways 3.3 - Utilising Specialist Capabilities 4.2 - Inspirational Learning | |
| Risk category / appetite | Digital | Hungry |
| Proximity | Medium-term | |
| Impact/Likelihood | 4 x 4 | |
| Gross Risk Score | 16 | |
| Controls <i>A control is a framework in place to mitigate the risk.</i> | <p>1) IT Strategy, Policies / Procedures and system access processes in place. The Asset and Infrastructure Committee review progress achieved in delivering the IT Strategy on an annual basis.</p> <p>2) College involvement in national college sector digital group remains ongoing, with outcomes required which will support and enable required levels of SFC funding for investment in ICT.</p> <p>3) Staff and student feedback and evaluation procedures in place. Action planning in place to address issues raised through feedback mechanisms.</p> <p>4) IT Contingency Plan in place with regular review and update undertaken.</p> <p>5) College has renewed Cyber Essentials Plus accreditation as required. Work commencing on updating the Scottish Government Cyber Resilience Framework.</p> <p>6) College Digital Strategy sets out digital ambitions for the College, presented and approved by the Board of Management. Annual Strategy update report provided to Learning, Teaching and Quality Committee with regular updates provided to SMT. This will provide a basis for College digital developments and a basis for seeking required levels of Scottish Government and SFC funding to support this.</p> | |
| 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 <i>Refers to the relevant Strategic Priority.</i> | 1.1 - Developing Bespoke solutions, Fast 2.1 - Creating Learning Pathways 3.4 - Managing for Resilience 4.3 - Developing the skills base | |
| Risk category / appetite | Governance | Cautious |
| Proximity | Long-term | |
| Impact/Likelihood | 4 x 4 | |
| Gross Risk Score | 16 | |
| Controls <i>A control is a framework in place to mitigate the risk.</i> | 1) Transformation Plan has been developed by the College and discussed in detail with the SFC. Plan formally agreed and funding provided by SFC from 2020-21 to support this. Requirement for College to deliver the Transformation Plan from 2020-21 and reduce the level of third-party distance learning. | |
| | 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. | |
| 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 <i>Refers to the relevant Strategic Priority.</i> | 1.2 - Raising Aspirations and Enabling Students to achieve outcomes 1.3 - Recruiting and Retaining Talented People 3.4 - Managing for Resilience | |
| Risk category / appetite | Staffing and HR | Open |
| Proximity | Long-term | |
| Impact/Likelihood | 4 x 3 | |
| Gross Risk Score | 12 | |
| Controls <i>A control is a framework in place to mitigate the risk.</i> | 1) Approved Workforce Plan in place and implementation reviewed by the HR and Corporate Development Committee. | |
| | 2) Clear procedures for communication and engagement with Trade Unions and College staff verified by 2018-19 internal audit on internal communications | |
| | 3) Staff engagement sessions and staff surveys undertaken on regular basis allowing matters to be raised and issues to be addressed early. | |
| | 4) Local trade union consultation and negotiation committees in place for teaching and support staff. Minutes of the meetings are provided to staff via the College intranet. | |
| | 5) College is supportive of staff involvement in national negotiations and has open dialogue with trade unions at local and national levels 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 | Alternative Income Growth Ability to generate consistent levels of alternative income or to grow alternative income streams. | |
| Link to the Strategic Priority <i>Refers to the relevant Strategic Priority.</i> | 1.1 - Developing Bespoke solutions, Fast 2.3 - Delivering Inclusive Growth 3.1 - Developing new income opportunities 3.2 - Developing the Market | |
| Risk category / appetite | Competitive Environment | Open |
| Proximity | Long-term | |
| Impact/Likelihood | 4 x 3 | |
| Gross Risk Score | 12 | |
| Controls <i>A control is a framework in place to mitigate the risk.</i> | 1) Alternative Income plans, targets and activities developed annually as part of the Operational Planning Process and shared across the College. Income plans and ambitions are in response to requirements of College Transformation Plan objectives. Reporting and monitoring on activity and progress will be subject to review by HR and Corporate Development Committee. | |
| | 2) 2020-21 Alternative income budget and forecast agreed and monitored by the HR and Corporate Development Committee. | |
| | 3) Update report provided to HR and Corporate Development committee on partnership working with local employers and stakeholders. | |
| | 4) Operation planning combined with Curriculum Development Planning procedure 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 variations. | |
| | 7) Commercial Development and Credit Group meet twice a month to review budget / create forecast 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 <i>Refers to the relevant Strategic Priority.</i> | 1.3 - Recruiting and Retaining Talented People 2.3 - Delivering Inclusive Growth | |
| Risk category / appetite | Staffing and HR | Open |
| Proximity | Long-term | |
| Impact/Likelihood | 4 x 3 | |
| Gross Risk Score | 12 | |
| Controls <i>A control is a framework in place to mitigate the risk.</i> | 1) Board of Management approved College Workforce Plan in place and annual update report provided to HR and Corporate Development Committee. 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 a College 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) 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 <i>Refers to the relevant Strategic Priority.</i> | 3.4 - Managing for Resilience 4.1 - Using Data | |
| Risk category / appetite | Governance | Cautious |
| Proximity | Long-term | |
| Impact/Likelihood | 3 x 3 | |
| Gross Risk Score | 9 | |
| Controls <i>A control is a framework in place to mitigate the risk.</i> | 1) The College has appointed a Data Protection Officer (DPO) in compliance with legislative requirement. | |
| | 2) Ongoing review by DPO of departmental compliance with data legislation and addressing issues as required. Report provided to SMT on progress and issues identified / rectified. | |
| | 3) College GDPR and Data Management Working Group which involves SMT and wider staff involvement as required. The Group has oversight of the information risk assessment process and provides reports to SMT as required. | |
| | 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 | <u>Estate Investment Works</u> Normal business activities are unduly affected due to the complexity of sequencing estates investment works. | |
| Link to the Strategic Priority <i>Refers to the relevant Strategic Priority.</i> | 1.2 - Raising Aspirations and Enabling Students to achieve outcomes 3.4 - Managing for Resilience | |
| Risk category / appetite | Learning and Teaching | Open |
| Proximity | Long-term | |
| Impact/Likelihood | 4 x 2 | |
| Gross Risk Score | 8 | |
| Controls <i>A control is a framework in place to mitigate the risk.</i> | 1) Detailed resource planning involving all relevant parties at early stages to address any issues in advance of project start date. | |
| | 2) Staff resource increased through recruitment of additional Project Manager 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. 3 June 2020 AGREED
 - b. 3 September 2020 - Single Item Agenda AGREED
 - c. 9 September 2020 AGREED

2. **LJCNC Support:**
 - a. 3 June 2020 AGREED
 - b. 9 September 2020 AGREED

3. **EDI:**
 - a. 24 September 2020

4. **Health & Safety**
 - a. 23 September 2020

Action: The Committee is invited to note the 7 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 via
Microsoft Teams on 3rd June 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 |
| Garry Ross | EIS |

Abbreviations used: MS – Management Side SS – Staff Side

1 Minutes of previous meetings held on 6th May 2020

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

2 Actions from Minutes

2.1 Sickness Cover Procedure

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

2.2 Workshop Stewards

S Graham stated that the review was ongoing.

2.3 Fit For Study Policy

J Kelly stated that he had sent a message around other Colleges asking for examples of a Fit to Study Policy but it was not a priority for them under the current circumstances.

2.4 Mandatory Training Courses

D Gunn stated that he had extended the completion date for teaching staff to 31st July 2020 based on feed back from EIS representatives at last meeting.

J Kelly welcomed this change.

2.5 Proposal to change Academic Calendar

S Graham stated that change to the Academic Calendar had been implemented following feedback by J Kelly on behalf of EIS members.

2.6 Proposal to amend Disciplinary Procedure

D Gunn stated that an interim change to the Disciplinary Procedure had been agreed with all College Trade unions.

2.7 Further advice for staff on Working from Home

D Gunn stated that the Health and Safety Team had identified a helpful video prepared by Posturite and useful HSE Covid 19 advise on working from home.

2.8 Frequency of Meetings

S Graham stated that she had provided feedback to Assistant Principals and Curriculum Heads on EIS view that there were too many meetings.

2.9 Request by EIS to use data from Student Survey

L Connolly stated that she had responded to J Kelly advising that there were no issues using the student data from a College perspective.

2.10 Survey of Students – Remote Learning

G Ross stated that he had passed results of survey to his AP and Head of Sector. He agreed to forward the same information to S Graham.

GR

2.11 Risk Assessment – Work Stations / Home Working

D Gunn stated that the Health and Safety Team had identified an HSE self-assessment tool.

J Kelly stated that the change to the Academic calendar had been accepted on the basis that it was not an efficiency saving but rather an emergency Covid- 19 related measure.

J Kelly stated that temporary teaching staff should be employed as required in preparation for a return of students to College.

S Graham stated that the change to the Academic calendar had been introduced because of exceptional circumstances as noted in previous minutes.

S Graham stated that temporary teaching staff would be used in the same way as normal for preparation of students returning to College.

J Kelly referred to the top of page 4 from the previous minutes; “S Graham stated that staff would be supported with CPD“

He stated that following the webinar on Microsoft Teams, staff were asking for printed training material.

S Graham stated that she would follow up on this.

SG

J Kelly stated that in their view, there should be a Teams champion in each sector.

S Graham stated that she had seen proposals from the Digital Strategy Group which included this proposal.

S Graham asked if any of the EIS representatives wished to join this group.

SG / JK

J Kelly stated that he would like to join this group.

3 Funding Update

L Connolly stated that the College would usually be finalising the annual budget at this time of year but funding announcements had not been completed. The SFC had also still to provide a series of assumptions in relation to pay increases and other matters.

L Connolly stated that an additional Board meeting would be required to approve the Budget for 2020/21.

L Connolly stated that commercial activity had not taken place because of Covid-19 but the College still had fixed costs with no income to support them.

L Connolly stated that unlike many Colleges, WCS did have cash. Sector based conversations were taking place with the SFC and Scottish Government.

S Gorman stated that there had been discussion at the last meeting about talking to the Scottish Government about costs being higher due to digital poverty.

L Connolly stated that this matter continued to be raised with the Scottish Government and a Sector bid had been put in for £20m. The Sector had yet to be informed of the outcome of the bid.

4 Covid -19

4a Management Update

D Gunn stated that a Mobilisation Group had been established which would coordinate a planned return to campus operations.

D Gunn stated that he would lead the Group. It would consist of representatives from Estates, Curriculum, IT, Health and Safety, HR and Communications.

D Gunn stated that a Project Manager had been appointed on a shared service basis.

There would also be a representative from the three Trade Unions.

D Gunn asked for a nominated EIS representative.

J Kelly stated that they would nominate a representative before the end of the day.

D Gunn stated that the first meeting of the Group would take place at 9.00am on 5th June 2020. A remit for the Group would be issued to all staff.

S Graham stated that over the next 2 weeks, groups of up to 5 people would be visiting the campuses to look at the teaching areas to plan curriculum delivery for the next session based on social distancing requirements. The visits would be short, involving Heads, specialised teaching staff and a member of the Health and Safety team.

J Kelly stated that he had read Scottish Government advice for schools returning and it had made reference to “deep cleans” although he did not fully understand what was involved in this process.

S Graham stated that the Scottish Government Schools document provided guidance on a return to schools for all staff and pupils.

J Kelly stated that there were concerns about health and safety.

L Connolly stated that the campus buildings should be a safe place in respect of Covid- 19 because they had not been occupied for a long period.

D Gunn stated that a risk assessment had been completed in respect of the visit to the campuses. Occupational Health had also provided advice on the measures that should apply.

J Kelly stated that it was a good proposal to involve those who worked in the area.

P Nelson asked if there were parameters in terms of room occupancy.

S Graham stated that there was a lot of work to be done in order to determine numbers for room occupancy. This would be based on room layouts and the application of social distancing.

G Ross stated that the 3 Health and Safety representative would have a good insight into risk assessments.

D Gunn stated that Risk Assessments would be shared with Health and Safety representatives.

G Ross stated that some lecturers in his area had told him they did not want the videos they prepared to replace the need for them to teach face to face.

S Graham stated the use of videos would not replace face to face teaching but would form part of a blended approach to the delivery of the curriculum.

G Ross stated that he saw it as development of teaching material.

L Connolly stated that they all shared the same health and safety concerns but the College would follow current and future guidance provided by the Scottish Government.

L Connolly stated that the formation of the Mobilisation Group was important as it allowed for a more in depth conversation on a safe return to college for staff and students and involved a range of staff, trade union and student representation.

L Connolly left the meeting to attend another diary commitment.

S Graham took over as chair of the meeting.

4b FELA National Paper

J Kelly referred to a paper titled “FELA Position in Covid- 19” which had previously been circulated to Committee members.

J Kelly summarised the key points from the paper:

- A physical return to campus for staff and students would only be considered when there was evidence that test, trace and isolate capacity were in place. There would be a need for more cleaners.
- It was important to reflect the diverse range of learners that College support including part time and community based learners. College learners, particularly in the West Region, were likely to come from SIMD10 and 20 backgrounds. Many had caring responsibilities. They were less likely to have access to ICT equipment and often less confident in using technology.
- Employment Rights and Terms and Conditions should be protected. EIS FELA were extremely disappointed that no National meetings had taken place since March as work related to Covid -19 should have been done at a national level. The first date provided by Colleges Scotland was 18th June.
- Staff should be supported to conduct a Risk Assessment of their home working space and supported to obtain the necessary equipment to work safely and appropriately from home.
- Online teaching activity, whether for exclusive delivery or as part of a programme of “blended” learning will be challenging for both staff and students in Colleges. Experience of lockdown in March 2020, had shown that some College programmes are difficult or impossible to deliver remotely and that learners have a wide range of barriers to engagement online.
- Face to face teaching will depend on Scottish Government guidance. It was important that a “deep clean” of College and Outreach premises took place with additional cleaning provisions in place.
- It seemed unlikely, if not impossible, that full NC and HNC/D qualifications could be delivered next year given the ongoing impact of Covid- 19. There were several options to be considered and a successful path forward requires the full involvement of elected staff representatives as well as Colleges, student representatives and Awarding Bodies. One option was to slim down the curriculum.

D Gunn stated that the College OH provider had developed a self- assessment questionnaire for staff to complete which would determine their category of risk in respect of a return to College. This would be compliant with data protection requirements.

S Graham stated that there was an acceptance by SFC of the significant number of SIMD10 and 20 students attending WCS. There had also been a recent meeting with the SFC on the digital poverty agenda.

S Graham stated that curriculum areas were sharing good examples in terms of delivery of curriculum remotely. It was also recognised that learner engagement was critical.

S Graham stated that Cathy MacNab was working closely with the Awarding Bodies and this was best through a national approach.

S Graham stated that considerable thought had to be given to slimming down the curriculum to help core achievement whilst ensuring no impact on progression and future employment prospects for students.

J Kelly stated that it was important curriculum staff were fully involved in discussion about the shape of the curriculum and delivery of units.

S Graham stated that this was happening through curriculum teams.

G Ross stated that lecturers are not in a position to teach for 22 hours from home online in the same way as they did in College.

S Graham stated that she totally agreed as 3 hour teaching sessions fully online were not appropriate and a blended approach was required. A short and sharp delivery model should be adopted with work for students to undertake between screen times

5 FELA Survey of Students

J Kelly referred to the outcome of the National Student Survey and stated that there were no surprises. Access to technology had been a major issue.

S Graham stated that it was unrealistic for the College to provide IT equipment for all students during this period but she fully accepted the issues students were having to deal with through digital poverty.

S Graham stated that the Scottish Government had asked all Colleges to complete a survey on digital resources during the previous week.

6 Proposed meeting dates for 2020/2021

The dates were noted.

7 AOCB

7.1

J Kelly stated that a further meeting before the end of session would be helpful. D Gunn stated that it was proposed to continue the meetings, subject to availability of those involved.

7.2

J Kelly asked about the use of IQA panels. S Graham stated that they were ensuring consistency of approach in curriculum areas.

P Nelson stated that some panels had a lighter touch whereas others did not. This led to inconsistency.

S Graham stated that she would provide feedback to Quality on this basis.

J Kelly stated that there had been suggestions about lecturers doubling up teaching classes.

S Graham stated that a range of models were being considered as part of scenario planning.

Split classes were also being considered as well as peer teaching online when one lecturer was more confident in remote delivery of subjects.

SG

J Kelly stated it was accepted that the College did not have any more money neither did staff have any more time to deliver an increased workload.
S Graham stated that the College would always consider the reasonableness of workloads for all staff, as always had been the case.

Signatures

Minutes of JCNCL Meeting: 3rd June 2020, via Microsoft Teams

Joint Secretary
(MS)

__John Kelly_____

Date: 09/09/20

Joint Secretary (SS)



Date: 09/09/20

**Special Meeting of the LCNCL held via
Microsoft Teams on 3rd September 2020**

Present:

| | |
|-------------------|--|
| Liz Connolly | Chair |
| Stephanie Graham | Vice Principal Educational Leadership |
| David Gunn | Director Organisational Development & HR |
| Joe Rafferty | Head of Organisational Development & HR |
| Angela Pignatelli | Assistant Principal, Creativity and Skills |
| Eugene Crummie | EIS |
| Susan Ferrie | EIS |
| Isabel Brown | EIS |
| John Kelly | EIS |
| Pauline Nelson | EIS |
| Garry Ross | EIS |
| Don McGovern | EIS |

Abbreviations used: MS – Management Side SS – Staff Side

L Connolly stated that the meeting had been arranged at the request of the EIS representatives to allow management to respond to a list of 15 written questions.

L Connolly stated that management were happy to respond to the questions as the number one priority was to keep staff and students safe.

J Kelly stated that he agreed 100%. He proposed additional remission time for the 3 existing EIS Health and Safety Representatives to allow them to continue to be involved in ensuring that all risk mitigation measures are regularly reviewed. This would also allow them to fully participate in the work flowing from the Mobilisation group.

L Connolly stated that management would consider the request and respond.

J Kelly also proposed where appropriate, joint messages on Covid-19 related issues from the EIS and management in an attempt to ensure that consistent messages are sent to all staff.

L Connolly stated that this was a helpful suggestion and management would follow up..

J Kelly stated that the questions had been raised by their members at a recent Branch meeting. They had responded to the questions but felt it was worthwhile confirming or clarifying at the LCNCL.

1. Deep Cleaning

J Kelly stated that in some areas there were concerns over the extent of the deep cleaning and he asked who do staff report this to if an area had not been cleaned properly.

J Rafferty stated that there was a distinction between domestic cleaning and sanitisation which was continuous and invisible.

J Kelly stated that there were high levels of anxiety and staff would be reassured if they knew about continuous nature of sanitisation cleaning.

L Connolly stated that this could be clarified in communications to staff.

L Connolly stated that any other issues about cleaning should be referred to Estates.

2. Microsoft Teams Issues

J Kelly stated that members were reporting issues with MS Teams and particularly about the set up of Teams and classes. Schools Links had already started but students were not enrolled and there were difficulties using Teams. There were also problems with sound and screens freezing on MS Teams.

A Pignatelli stated that any technical issues needed to be referred to the IT helpdesk.

A Pignatelli stated that as part of the WCS Digital Strategy Group, there were 8 Digital Workstreams.

One workstream dealt with “Digital Infrastructure; Teams Functionality” for staff and students. A Pignatelli stated that this workstream was established to investigate and implement the required set up of MS Teams for teaching support and student groups to ensure required maximum functionality. The workstream liaised closely with MIS regarding the interflow with Unit E.

IT had decided that the best way to set up Teams for classes, was for IT to create Teams automatically linked to live enrolment on Unit E. There had been issues with the volume of students being enrolled but these were now resolved. A “work around” had been adopted for schools classes and curriculum admin staff were completing the enrolments.

J Kelly stated that 20 – 30 people at the Branch meeting had reported problems with Teams during teaching in respect of screen freezing during streaming of videos as well as losing sound. J Kelly stated that other platforms such as Zoom, performed better.

L Connolly stated that MS Teams was the platform being used by the College.

3. Timetabling

J Kelly stated that a number of issues had been raised about timetabling. There had been a report about lecturers on campus teaching more than one class at the same time, in different rooms.

S Graham stated that it depended on the situation. Splitting classes into “bubbles” may be a sensible approach for some activities.

S Graham stated that the example given in the question, was not a multiple class situation, but the one class divided. It may not be ideal to split a group over separate rooms, but it would depend on the activities taking place and the set up of the rooms, plus the level of the group.

S Graham stated that the full timetable spreadsheet had now been sent to Heads to see if the largest spaces are being effectively utilised and to avoid splitting classes across rooms.

S Gorman stated that live performance rooms could only take 2 students and they had no choice but to teach across two rooms.

L Connolly stated that we were still in Phase 3 and there was a need to minimise the numbers on campus.

J Kelly asked if the permissible numbers in classrooms posts on doors, included lecturers and required support workers.

After discussion it was clarified that the number on the door referred to staff and students.

4. Face Coverings

J Kelly asked if in light of the recent update from the Scottish Government, would a formal message be sent out on face protections.

D Gunn stated that the College would be sending out an update on the guidance provided by the Scottish Government. It was also proposed that a joint statement should be sent out on behalf of management, trade unions and the Student Association, emphasising the need to adhere to Scottish Government Guidance and public health measures introduced by the College.

J Kelly asked if the College would provide face coverings for staff and students when required. J Rafferty referred to the Scottish Government Guidance: “It is reasonable to assume that most people will now have access to reusable face coverings due to their increasing use in wider society. However, where anybody is struggling to access a face covering, or where they are unable to use their face covering due to having forgotten it, or it having become soiled and

unsafe, institutions may wish to take steps to have a contingency supply available to meet such needs”.

J Rafferty stated that the College would follow Scottish Government Guidance.

J Kelly asked how the College would deal with exemptions because of medical conditions. It was important that staff and students were not stigmatised through not wearing a mask for medical reasons.

S Graham stated that the College could highlight a link to the site to purchase a flower lanyard which could be worn by individuals unable to wear face coverings for medical reasons.

L Connolly proposed the formation of a small group to discuss this issue and prepare communications on this matter.

After discussion, it was agreed that the group could consist of staff from Enabling Services, Health & Safety and EIS.

5. Laptops / Chromebooks/ Digital Audio

J Kelly asked about the number of additional laptops/chromebooks that were available for students and how they would be distributed.

A Pignatelli provided the following update for the loan of IT equipment to students:

- 1800 Chrome books were purchased from 2019-2020 funds totalling over £400,000 for progressing 2019-2020 students. The eligibility criteria being those students who had accessed Student Support Funding. In addition, those students on courses which have a high proportion of remote/virtual learning meaning digital access is vital.
- The Scottish Government also released recently £5million to the University and College Sectors to bridge the Digital Poverty Gap. This totalled £220,000 for WCS and we have purchased over 800 Chrome books with this money. The eligibility criteria is the same as above; those students who have accessed Student Support Funding for this year. In addition, those students on courses which have a high proportion of remote/virtual learning meaning digital access is vital will be the priority for the first delivery
- The first delivery of Chromebooks is expected towards the end of this week directly to our 3 main campuses. This delivery contains 850 Chromebooks.
- The next delivery will be for a further 400 Chromebooks, then another 400 and finally a further 1000 devices. Delivery times have not been confirmed with IT yet by the supplier.
- In addition to this, IT are repurposing donated Classroom in a Box existing laptops into Chrome Books so that these can also be issued to students.
- The Student Experience Team are contacting all those students who are eligible to receive a device to arrange a time in a shared diary to book a slot to come in to campus and collect their Chrome book for loan for the duration of their studies.
- Jill McDonald will issue these from: Greenock – Principal’s suite; Paisley VP suite; Clydebank 3rd floor SMT suite.
- Students collecting Chrome books will sign the Student Loan Agreement
- Thereafter, the Student IT Helpdesk will be operational for further distribution over the coming weeks and for any lodged job requests which students need for their devices.
- A further Digital Announcement was announced on Friday across all our social media platforms urging all WCS students to let us know if they need a digital device for their studies. The call out contains an embedded ‘link’ which has a ‘Cognito’ form for students to state name, course and campus so that we can prioritise further who needs access. The deadline date (to drive momentum of returns) is 2 October 2020.

An email had been issued to students asking if they wished to borrow chrome books for a year.

J Kelly asked if lecturers would be informed of student entitlement to laptops.

J Rafferty stated that there were GDPR issues and he would refer this to Donald MacLean.

G Ross asked if there were plans to recover IT equipment from students that was loaned during lockdown.

L Connolly stated that there was an expectation that IT equipment would be returned by students. The IT department had details of IT equipment that had been loaned to students. Also, "classroom in a box" laptops were being repurposed by IT for loan to students.

6. Risk Assessments

J Kelly stated that if staff wished to see all risk assessments, it would be helpful to have one central place to view them.

J Rafferty stated that there were significant numbers of Risk Assessments which were issued to all Health and Safety representatives for comment before being issued.

D Gunn suggested using the OD & HR portal on the staff Intranet but recognised that it would take time to transfer all the Risk Assessments.

J Kelly stated that a number of staff were concerned about ventilation or the lack of it in some rooms.

J Rafferty explained that the Scottish Government guidance stated that there was no need to install ventilation systems because of Covid. It would be sufficient to prop open non fire doors and open windows. This was on the basis that ventilation was not a primary control measure. Social distancing was the primary control measure and adhering to room capacity numbers.

J Kelly stated that one department had included in their risk assessment, temperature checking and recording.

J Rafferty stated the Scottish Government advice was not to use temperature checks as they were not reliable. There were also issues in terms of GDPR as a result of recording temperatures.

L Connolly stated that Jason Leitch had clearly advised against the use of temperature checks at a recent meeting she attended.

7. Hand Sanitising

J Kelly stated that concerns had been raised about leaving sanitising equipment in staff rooms. Sanitising equipment should be placed in every room.

J Rafferty stated that he had been asked to speak to cleaners at Paisley campus and it was clear that the current system was not working.

S Ferrie stated that there were not a lot of hand sanitisers outside classroom which would be an option.

J Kelly stated that it would be better to have sanitisers outside classrooms than inside.

L Connolly stated that this issue should be referred back to the Mobilisation Group.

J Kelly stated that handling materials submitted by students had been raised in terms of precautions to be taken.

J Rafferty stated the level of risk of transferring the virus through paper was extremely low but he would research this matter.

L Connolly stated that this should be considered by the Mobilisation Group. She also suggested checking Schools guidance.

8. Toilets

J Kelly stated that staff had raised concerns over toilets and asked if separate toilets for staff and students were an option.

D Gunn stated that this matter had been raised in the past and it was not practical to change the toilet arrangement for staff and students.

9. Corridors and Communal areas

J Kelly asked why it was not possible to use a one way system as this was common practice in schools.

J Rafferty stated that the Head of Estates and his team had looked at the option of one way systems and decided against it. This had been discussed at the Mobilisation Group and Circulation Principles had been agreed.

J Kelly stated that there were corridors in Paisley campus which did not allow social distancing and could be one way.

S Graham stated that the Estates Department had put a lot into planning and implementing the Circulation Principles, adding signage and corridor markings. This did not preclude reviewing measures in terms of their practical implementation and making later changes.

J Kelly stated that he accepted the point made by S Graham but would like further consideration to be given to one- way systems in some areas and give way signs.

| | | |
|---|--|----------------|
| Signatures | | |
| Minutes of JCNCL Meeting: 3rd September 2020, via Microsoft Teams | | |
| Joint Secretary (MS) |  | Date: 07/10/20 |
| Joint Secretary (SS) | John Kelly | Date: 07/10/20 |

Minutes of the Local Joint Consultative & Negotiating Committee for Lecturing Staff (LJCNCL) held via Microsoft Teams on 9th September 2020

Present:

| | |
|------------------|--|
| Liz Connolly | Chair |
| Stephanie Graham | Vice Principal Educational Leadership |
| David Gunn | Director Organisational Development & HR |
| Joe Rafferty | Head Organisational Development & HR |
| Eugene Crummie | EIS |
| Susan Ferrie | EIS |
| Isabel Brown | EIS |
| John Kelly | EIS |
| Pauline Nelson | EIS |
| Garry Ross | EIS |

Abbreviations used: MS – Management Side SS – Staff Side

1 Minutes of previous meetings held on 3rd June 2020

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

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 sickness cover arrangements.

2.2 Workshop Stewards

S Graham stated that the review was ongoing.

2.3 Fit for Study Policy

S Graham stated that this had been incorporated into the Student Wellbeing Policy.

2.4 Advice on Working from Home

D Gunn stated that further advice had been posted on Staff Intranet.

2.5 Survey of Students

G Ross stated that he had forwarded results of the survey to S Graham and R Aitken.

3 Funding Update

L Connolly stated that there were two additional allocations of funding. A total of £781,770 had been allocated to the College in respect of Estates maintenance. L Connolly stated that £10m had been allocated to the college sector for this purpose.

A total of £220,506 had been allocated to support digital provision for students. The College was also expecting funding for period poverty and additional

counsellors to be confirmed by the SFC for 2020-21 given this has been provided in 2019-20, but as yet there had been no confirmation of funding relating to these areas.

A total of £30m had been allocated to Local Authorities for employability. The College would work with the Local Authorities to deliver courses to meet employability targets.

J Kelly asked about student numbers.

S Graham stated that the College had achieved the credit target for 2019/20 and an audit was taking place the following week.

S Graham stated that applications for 2020/21 were healthy but they still had to be converted into enrolments. It was expected that the College like other Colleges would lose HE students to Universities.

4 Covid-19 Continuation of meeting from 3rd September 2020

J Kelly asked for an update on issues covered at meeting on 3rd September before discussing remaining questions.

J Kelly asked about the request for additional remission for Health and Safety representatives.

L Connolly stated that management agreed to the request for an additional 3 hours remission.

D Gunn stated that a Covid-19 related checklist would be prepared for the walkabouts. JR

D Gunn stated that a draft Covid-19 Joint Statement from Management, Trade unions and the Student Association would be circulated for comment. DG

J Kelly asked for an update on points raised about hand sanitising.

J Rafferty stated quantities of hand sanitising were disappearing from classrooms. It was proposed that larger bottles of hand sanitiser would be used.

J Kelly stated that the preference would be to have hand sanitiser delivered to classrooms rather than lecturers picking it up.

J Rafferty stated that cleaners would report need for hand sanitiser to be replaced and PMAs would deliver bottles.

Fixed Term Contracts

J Kelly stated that teaching staff on fixed term contracts, should receive payment for work ongoing at the present time which may be out with normal teaching session for example dealing with deferred students.

S Graham stated that teaching staff on fixed term contracts would be paid for deferred work. Other staff on fixed term contracts, being contracted from 21 September would be paid from 24 August to allow them to carry out preparation for classes.

J Kelly welcomed this but stated that management had to get the message out to staff.

S Graham stated that she would ask the Heads to inform teaching staff referred to. SG

Suspension of Lifts

J Kelly asked if there were any plans to monitor the use of lifts.

L Connolly stated that the College did not have the staffing resources to monitor lifts. A strong message had been sent to staff and students about their personal responsibility in respect of Covid-19 measures. The Scottish Government had

also made reference to the use of College sanctions against individuals if Covid-19 measures were not adhered to.

S Graham stated that Duty Managers would be around the entrance areas along with curriculum staff when students commenced on 21 September. Times of arrival would also be staggered.

Displaying Symptoms of Covid-19

J Kelly stated that there was a need to repeat the message on procedures for dealing with staff / students who display symptoms of Covid.

J Rafferty stated that the Procedure posted on Intranet, was being used effectively but the Mobilisation Group would repeat the use of Procedure through use of key messages on Intranet.

J Rafferty also stated that he had worked closely with Test and Protect.

Home Working

J Kelly stated that staff had to be clear on their entitlement to equipment when working from home.

L Connolly stated that all full- time staff had been issued with laptops.

L Connolly stated that all temporary lecturers would also be provided with laptops.

P Nelson stated that the provision of monitors for home working would make a big difference.

D Gunn stated that monitors could be requested from the IT department.

J Rafferty stated that there was a protocol for requesting chairs through the Health and Safety Team.

J Rafferty stated that the DSE (Display Screen Equipment) Regulation now applied as it was clear working from home was not a temporary situation.

J Rafferty stated that the Health and Safety team would assist with DSE workstation assessments.

JR

Awarding Bodies

J Kelly stated that advice from SQA was vague and did not address issues of additional time and the new model.

J Kelly asked if the College would raise the issues with the SQA on a joint basis with the EIS/FELA.

J Kelly stated that there was a need to reduce contact time or amend the assessment mechanism.

J Kelly stated that the SQA approach did not lead to more flexibility for the Centre and there were no further options for working with other Colleges.

S Graham stated that Cathy MacNab was best placed to respond to the points raised as she was part of Sector Quality Group involving staff from other Colleges. This Group had worked closely with the SQA.

S Graham stated that she would arrange a meeting between EIS representative and Cathy MacNab when Cathy returned from holiday.

SG

J Kelly stated that the SQA Toolkit was in his view dysfunctional and they had to make decisions to resolve issues.

J Kelly stated that he was disappointed the College would not agree to a joint statement with the EIS.

J Kelly stated that the SQA had rescheduled a meeting with EIS/FELA and it would not take place until the end of September when classes would have commenced.

L Connolly stated that she had no doubt about the strength of feeling expressed by the EIS and suggested that S Graham could raise the matter with the Vice Principals Group.

SG

Sanitisation of Workshops

D Gunn stated that cleaners would not normally be involved in cleaning workshops. The Sanitisation team had however agreed to sanitise workshops if a student or member of staff was tested positive for Covid-19. This was on the basis that lecturers would inform them of equipment or tools used by the student or member of staff.

J Kelly stated that this was reasonable as long as the Lecturers were not expected to carry out the cleaning.

D Gunn stated that this was not the case.

5 VS Update

D Gunn gave an update on the outcome of the recent VS exercise in terms of applications accepted.

Support Staff – 5 (headcount) 1.7 (FTE)

Teaching Staff – 4 (headcount) 3.3(FTE)

J Kelly stated that they hope there would be no further VS requirements as it had a demoralising effect on staff.

L Connolly stated that she agreed and the decision to implement a VS scheme was not taken lightly. It was however, the case that 80% of costs related to staffing and she could not rule out the future use of VS as a way of reducing costs.

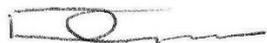
6 Date of next meeting

Wednesday 7th October 2020

Signatures

Minutes of JCNCL Meeting: 9th September 2020, via Microsoft Teams

Joint Secretary
(MS)



Date: 07/10/2020

Joint Secretary (SS)

John Kelly

Date: 07/10/2020

**Minutes of the Local Joint Consultative & Negotiating
Committee for Support Staff (LJCNCSS) held via
Microsoft Teams on 3rd June 2020**

Present:

| | |
|------------------|--|
| Liz Connolly | Chair |
| Stephanie Graham | Vice Principal: Educational Leadership |
| David Gunn | Director Organisational Development & HR |
| Albert Sorrie | Unison |
| Nicky McDonald | 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 6th May 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 Annual Leave during Sick Leave**
D Gunn stated that the link to Minutes on 18 February 2016 and 27 April 2016 had been sent to committee members.
 - 2.2 Carry over of Holidays**
D Gunn stated that Support staff had been informed about the College position with regard to the carry over of holidays for Annual Leave year 2020/21.
 - 2.3 Disciplinary Procedure – proposed amendments**
D Gunn stated that an interim change to the Disciplinary Procedure had been agreed with all College Trade Unions.
 - 2.4 Care and Life Science Senior Admin post – Paisley campus**
S Graham stated that an appointment had been made to this post on a temporary basis until the end of August 2020.
A Manning stated that this appointment was welcomed.
 - 2.5 Funding Update**
L Connolly stated that the College would usually be finalising the annual budget at this time of the year but funding announcements had not been completed. The SFC had also still to provide a series of assumptions in relation to pay increases and other matters.
L Connolly stated that an additional Board meeting would be required to approve the Budget for 2020/21.
L Connolly stated that clarity was also required in funding streams such as ESF.

L Connolly stated that commercial activity had not taken place because of Covid 19 but the College still had fixed costs with no income to support them.

L Connolly stated that unlike other Colleges, WCS had cash.

L Connolly stated that the College had not been able to access the full allocation of funding from the Flexible Workforce Development Fund.

L Connolly stated that conversations were continuing to take place with the Sector, Scottish Government and the SFC.

A Manning asked if the SFC had given any indication of future funding for Flexible Workforce Development Fund.

L Connolly stated that there were no indications to date.

4 Job Retention Scheme

L Connolly stated that this matter had been discussed briefly at the previous meeting. The Trade Unions had given a positive response to the College submitting a claim to the Job Retention Scheme. There had been a delay in submitting a claim as the College had to ensure SDS funds would not be negated by an application to the Job Retention Scheme.

L Connolly stated that the College was now satisfied that there would be no impact on future SDS funding.

L Connolly stated that the claim to the Job Retention Scheme was in the region of £600,000.

D Gunn stated that he had prepared a Collective Agreement (Memorandum of Understanding between WCS, Unison and Unite).

D Gunn stated that he had also prepared FAQs for staff on the Job Retention Scheme.

Both documents had been circulated to members of the Committee prior to the meeting.

A Manning asked about the number of staff that would be furloughed.

D Gunn stated that a number still had to be finalised but it would be in excess of 150.

D Gunn asked if the Trade Union representatives were prepared to sign the Collective Agreement.

A Sorrie and A Manning stated that they would sign on behalf of their respective Trade Unions.

D Gunn stated that the Collective Agreement and FAQs would be placed on the College Intranet the following day. HR staff would make contact with all staff being furloughed but there was a tight deadline as agreement had to be reached with individual members of staff by 10 June 2020.

A Manning asked about the position if a member of staff did not want to be furloughed.

D Gunn stated that it would be explained to the member of staff that a claim was being made to the Job Retention Scheme to secure funds which can be used to ensure continued financial stability of the College and future job security.

D Gunn stated that the College could not ultimately insist that an employee was furloughed if they refused to participate in the Job Retention Scheme.

L Connolly thanked the Trade Unions for their support on this matter.

5 Covid 19 – Management Update

D Gunn stated that a Mobilisation Group had been established which would coordinate a planned return to campus operations.

D Gunn stated that he would lead the Group which would consist of representatives from Estates, Curriculum, IT, Health and Safety, HR and Communications.

D Gunn stated that a Project Manager had been appointed on a shared service basis.

There would also be a representative from the three Trade Unions.

D Gunn asked for nominated Unison and Unite representatives.

D Gunn stated that the first meeting of the Group would take place at 9.00am on 5th June 2020. A remit for the Group would be issued to all staff.

It was agreed that Nicky McDonald and Shona Burton would be the Trade Union representatives on the Mobilisation Group for Unison and Unite respectively.

D Gunn stated that a lot of preparatory work had already been done.

S Graham stated that preparatory work had been completed in getting teaching spaces ready for deferred students. Small groups of staff would be visiting the College for short periods in accordance with Scottish Government and OH guidance to complete this task.

N McDonald asked if Risk Assessments would be prepared.

D Gunn stated that Risk Assessments had already been prepared and would be shared with Health and Safety representatives.

6 Home Working Hours for Wellbeing or Shorter Week

A Sorrie stated that this agenda item had been brought up at the Unison FE meeting. Some Colleges had put in place 4 days working weeks and shorter working days for wellbeing.

L Connolly accepted there had to be flexibility in terms of the times that hours were worked during the day whilst at home. It was still a fact however that the workload had to be completed.

L Connolly stated that she encouraged staff to take their allocation of annual leave to help with their wellbeing.

L Connolly stated that the College culture was to trust staff to work flexibly to complete the workload.

A Manning stated that she was aware of support staff who worked all day without a break.

S Graham stated that she was not aware of any support staff who could not take breaks. If this was the case, management should be informed.

A Manning stated that the message from management about flexibility was helpful.

7 Remembering staff who have passed due to Covid -19

A Sorrie stated that colleagues of his in Greenock campus, had passed due to Covid 19. He would like to consider ways of remembering them after they were out of the pandemic.

L Connolly stated that this was a very thoughtful suggestion and consideration would be given to ways of remembering those individuals.

8 Proposed meeting dates for 2020/2021

The dates were noted.

9 AOCB

9.1 Agreement on Half Day Closures

D Gunn stated that the Collective Dispute with Unison about half day closures had been resolved. The terms of the resolution of the Dispute had been circulated to Committee members.

D Gunn stated that Unite had also accepted the terms of the Agreement.

10 Date of next meeting

Wednesday 9th September 2020

Present:

| | |
|------------------|--|
| Liz Connolly | Chair |
| Stephanie Graham | Vice Principal: Educational Leadership |
| David Gunn | Director Organisational Development & HR |
| Albert Sorrie | Unison |
| Nicky McDonald | 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 3rd June 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

There were no matters arising from the previous minutes.

3. Funding Update

L Connolly stated that there were two additional allocations of funding. A total of £781,770 had been allocated to the College in respect of Estates maintenance. L Connolly stated that £10m had been allocated to the college sector for this purpose.

A total of £220,506 had been allocated to support digital provision for students. The College was also expecting funding for period poverty and additional counsellors to be confirmed by the SFC for 2020-21 given this has been provided in 2019-20, but as yet there had been no confirmation of funding relating to these areas.

A total of £30m had been allocated to Local Authorities for employability. The College would work with the Local Authorities to deliver courses to meet employability targets.

4 VS Update

D Gunn gave an update on the outcome of the recent VS exercise in terms of applications accepted.

Support Staff – 5 (headcount) 1.7 (FTE)

Teaching Staff – 4 (headcount) 3.3(FTE)

D Gunn stated that the Director of Infrastructure would be writing to catering staff the following day to provide them with an update on the planned phased resumption of the catering service.

The College had been considering when and how to mobilise the catering service given the current Scottish Government guidance that only essential activities should take place on site. This meant that a significant number of staff and students would not be attending campus in the immediate future and there would

be a reduced demand for catering on campus some time. This will require a smaller number of catering staff to meet staff and student demand.

D Gunn stated that the Catering Manager would be contacting all staff in the coming days to discuss operational requirements for a "Grab and Go" service as well as providing fuller details of the phased return to work plan.

D Gunn stated that for operational reasons and to ensure a consistent and fair approach, full time staff will return first and then part time staff.

D Gunn stated that in order to forward plan for the type of changes in catering, which is a challenge being faced by workplaces, catering staff will be asked to consider:

1. Voluntary Severance

Although the VS Scheme is closed for applications on 31 August 2020, the College will continue to consider VS applications from catering staff until Friday 2nd October 2020.

2. Redeployment to another area within the College

This would be on the basis of vacancies that become available based on the required experience and skills for the post. An expression of interest in redeployment form would be included with letter.

3. Reduced Working Hours

Reduction in current working hours would be considered and was included as an option on the redeployment form.

D Gunn stated that a copy of the letter being sent to catering staff the following morning would be copied to trade union representatives for information.

A Manning stated that they would discuss the contents of the letter with the Full Time Union Official.

L Connolly stated that this type of approach had previously been adopted in curriculum areas where there had been a reduction in demand.

A Manning stated that there should be no detriment to salary if a member of staff was redeployed.

D Gunn stated that this seems reasonable but further discussions would take place with trade unions on redeployment measures.

5 How many staff on Furlough

D Gunn stated that he did not have the current figure but would follow up with an email on this.

DG

6 Staff returning to campus: mixed messages/ adequate risk assessments / correct guidelines followed / estimated date of return

A Manning stated that there seemed to be mixed messages coming from management about 2 metre social distancing.

D Gunn stated that weekly meeting of the Mobilisation Group ensured that there were consistent messages provided to all staff on Covid-19 related issues including 2 metre distancing.

Any issues requiring clarification should be raised at this forum.

D Gunn stated that all Risk Assessments were sent to Health and Safety representative for comment before being issued to staff.

L Connolly stated that it was not possible to estimate a return to work for all staff as the country was still in Stage 3 of the Route Map as defined by the Scottish Government.

L Connolly stated that she was in regular contact with officials from the Scottish Government. She would provide regular updates to the Mobilisation Group and staff, based on feedback from the Scottish Government.

7 Vacant Admin posts

A Manning asked for any update on the vacant admin posts.

S Graham stated that a newly created Team Leader post had been advertised on a one year temporary basis. The main focus of this post would be to allocate work equally across campuses and Sectors to admin staff.

S Graham stated that there was no additional funding for this post overall. It was funded from the non filling of vacant admin posts.

S Graham stated that the new post would result in a better distribution of workload and focus on priorities.

8 AOCB

8.1 College Laptops

S Burton stated that some support staff did not have College laptops.

L Connolly stated that Heads were identifying any staff who still required College laptops.

L Connolly stated that an email should be sent to IT if any staff had not received a laptop.

S Graham stated that she understood the process of issuing laptops to staff was well in process.

8.2 Return from Furlough

A Manning stated that a full time member of staff in the Estates Admin team had been refused annual leave because part time admin staff were still on furlough.

A Manning stated that estates management had told her they required the part time admin staff to return from furlough but this was not approved by the SMT.

D Gunn stated that this was a matter which he would follow up out with the meeting. DG

8.3 Printroom – Clydebank campus

S Burton raised some issues about a Risk Assessment relating to two staff in the Printroom at Clydebank campus.

D Gunn stated that he would discuss this matter with S Burton after the meeting finished. DG

8.4 Vacancy Director Organisational Development and HR

N McDonald asked when vacancy for Director Organisational Development and HR would filled.

L Connolly stated that the vacancy would be advertised in the near future.

9 Date of next meeting

Wednesday 7th October 2020

Present:

David Gunn (Chair) Director OD and HR
 Clare Fraser EDI Manager
 George Smith ESL Manager
 I Forster-Smith Assistant Principal
 Cathy MacNab Assistant Principal
 Alison Mitchell Student Life Manager

Present:

Robin Chandler Stakeholder Experience Co-ordinator
 Fiona McKenzie Head of Learning Communities
 Shirley Cowan HR Manager
 Vanessa Thompson Student President
 Emma Hannah E- Learning Team Leader

Apologies:

Drew McGowan, Albert Sorrie, Isabel Brown

- | | Action | Responsible |
|------------|---|--------------------|
| 1 | <p>Welcome and Apologies D Gunn chaired the meeting and apologies were noted.</p> | |
| 2 | <p>Minutes of previous meeting Minutes of the meeting on 14th May were agreed as an accurate record.</p> | |
| 3 | <p>Matters arising from 14th May 2020</p> | |
| 3.1 | <p>Preventing GBV IFS confirmed promotion ongoing of Gender Based Violence plus National Panel work.</p> | |
| 3.2 | <p>Monitoring Career Progression and CPD Work ongoing with G McIntyre on analysis of CPD data.</p> | |
| 3.3 | <p>Generations Working Together Resources Information sent to committee</p> | |
| 3.4 | <p>Amending Candidate Record R Chandler and IFS to connect with students to find out barriers; More work required.</p> | RC / IFS |
| 4 | <p>Paying Due Regard to the Public Sector Equality Duty during COVID-19 All listed authorities received a communication from the Equality and Human Rights Commission reminding of the need to pay due regard to the Public Sector Equality Duty during pandemic and mobilisation.</p> | |
| | <p>a) ELT Presentation C Fraser delivered briefing session to ELT in June to raise awareness of WCS obligations. Slides have been distributed to Heads. EDI Manager has had increasing involvement in mobilisation and has had input into Communications and Student Services in order to support the advancement of equality.</p> | |
| | <p>b) Reporting obligations The College's next statutory report is due in April 21. The biennial EDI Survey would normally take place in December 20. This may be an opportunity for WCS to learn more about the needs and experiences of protected stakeholders during pandemic/blended learning. Other consultation processes</p> | |

which we use will be affected eg focus groups. C Fraser to consider revising consultation approach.

c) Student Data

In order to better understand the equality impact, EDI Manager has requested Student Enrolment data for 20/21 from C Brown, MIS Enhancement Manager. Need to look more closely at data for protected characteristic groups. This will be distributed once available

5 Black Lives Matter

EDI Manager participated in HE and FE webinar – “We Stand United Against Racism”. The resources have informed practice updates and CF will work with the SA to support anti-racism and challenging discrimination.

6 Guidance - Meeting the Needs of Deaf Young People as Further Education Providers Reopen

Many educational institutions are using captioning software for digital learning. While this is primarily for hearing impairments, it can also enhance the experience of students who do not speak English as a first language, or students who cannot access a quiet workspace.

CF shared demonstration video which analyses what is being said verbatim. G Smith confirmed accuracy was really good, price comparable and software is compatible with Microsoft Teams.

The committee all agreed it would be a useful tool for both staff and students.

DG to arrange presentation to the SMT.

CF to contact P Fagan, Head of Enterprise and Employability to see if any funding available.

V Thompson / R Chandler to look at alternative funding streams available for students.

DG
CF

VT / RC

7 EDI Practice Updates - Challenging Times

4 practice updates were delivered to consider the experience of marginalised staff and students during pandemic. It was noted that newer members of staff were less likely to be aware of the range of resources during this challenging time. Challenging Times paper was distributed to committee.

C MacNab noted she would take forward a Guidance document / Handbook for staff with help from IFS, CF and FMcK.

C MacN

E Hanna noted documents could be uploaded onto Staff Room in Moodle.

8 Gender Based Violence

We are in the course of appointing a specialist organisation to deliver online training – news to be posted on the CPD intranet.

9 Accessibility

C MacNab distributed papers on the College’s requirement to comply with the EU Directive on Accessibility which came into force on 23rd September 2020.

An audit was carried out on the College website and Moodle and as a result, a first version of an Accessibility Statement has been uploaded which the committee endorsed.

C MacN noted she would like lead on a reformed Project Action group to follow up on the audit report, with recommendations to be taken forward and actioned immediately where necessary.

C MacN

C MacN to look at membership of the Project Action group.
She asked committee to review contents of report.

ALL

10 AOCB

CF ended the meeting by thanking David Gunn for his work chairing the EDI committee. She has worked with David for 15 years and wished him well on his forthcoming retirement.

11. Date and time of next meeting

Thursday 3rd December, 10am

Equality, Diversity & Inclusion Committee
Meeting Dates 2020 -2021

| Date | Time |
|--|---------|
| Thursday 3 rd December 2020 | 10.00am |
| Thursday 11 th March 2021 | 10.00am |
| Thursday 20 th 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 |
| Martin Joyce | Assistant Principal Infrastructure |
| Cathy MacNab | Assistant Principal Performance and Skills |
| Mandy Cameron | Health and Safety Advisor (Paisley Campus) |
| Donna McPate | Health and Safety Advisor (Greenock Campus) |
| Nicky McDonald | Unison Health and Safety Representative (Paisley) |
| Shona Burton | Unite Representative |
| Vanessa Thompson | Student Association President |

Apologies:

| | |
|---------------|--|
| Peter Thorne | Head of Estates |
| Albert Sorrie | Unison Health and Safety Representative (Greenock) |

Responsibility

- 1 Review of Previous Meeting Notes on 20th May and Action Points**
Minutes were reviewed and agreed as an accurate record of meeting.
- 2 Matters Arising from Minutes**
 - 2.1 Second Hand Smoke**
On going campaign by Student Associations c/f
 - 2.2 First Aid Arrangements**
DMcP advised there were plans to standardise First Aid arrangements but due to shut down, this has not happened.
Looking currently at provision and how to get more people involved; Recruitment and training are work in progress.
DG confirmed guidance on First Aid had been sent out to staff via Intranet.
 - 2.3 Glass Waste**
DMcP confirmed new, current contractor, will remove waste tubes with additional costs incurred.
 - 2.4 Reception Incident**
CDN event and meeting with reception staff did not take place due to lockdown.
DMcP confirmed screening has been erected at reception areas in each campus. A doorbell alert system installed at Greenock.
DMcP to follow up with staff. DMcP
 - 2.5 Occupational Health Screening**
JR confirmed there are a few options for new providers and one will be selected soon.
JR noted time to transfer data from Integral to new provider.

2.6 Asbestos Management

Action carried forward

2.7 Healthy Working Lives

IFS confirmed the group has continued to meet remotely each month. Union representatives are now in attendance.

3 COVID-19 Updated related issues

J Rafferty briefed the committee on the activities carried out since lockdown in March 2020:

Early lockdown groups created to drive forward College working:

Each Wednesday – Exec meet

Each Friday – Mobilisation group meet

Physical Activity

Paper signage

Cleaning

Response to Covid

Intranet:

“Working from Home” and “Safe Return to Campus” Tiles now available

All guidance can be found on “Home” page.

Q&A section available for staff to ask questions.

Changes to Government guidance

WCS responsive to Government guidance.

Face coverings now required when in corridors and other communal areas.

Single use disposal masks available at reception.

One way system in operation at Waterfront campus.

Classification of people at risk has moved which now affects 30 – 40 staff:

- Very high risk staff have been contacted. Agile in responding and advice given.
- High risk staff contacted by Occupational Health. Staff re-categorised at lower risk levels have been sent letters.

Going Forward

JR confirmed the need to spot trends (Outbreak Management) and report to Public Health.

Iain Forster-Smith confirmed student attendances can be tracked through MyDay / Unite and data collected for interrogation.

Staff trends can be identified through Absence Management via ITrent.

JR noted walkabouts with Union reps will take place to check room capacity is accurate and rectify if necessary.

JR stated that College staff also need to consider what happens if there is a second full lockdown; are we ready, what we need to do?

4.1 Fire Evacuation Procedure

DG confirmed Fire Evacuation Procedures were due for review and a pre meeting with H&S Advisors noted that discussions on 6 minute delay had

concluded that this was not a feasible time. Layout and practicalities noted they were not confident to enable it.

DG stated staff and students will be informed prior to planned Fire Evacuations.

JR stated that planned Fire Evacuations are still a legal requirement during Covid and the priority is always to evacuate the building safely. However, we will pay particular attention to whether or not social distancing is being observed at assembly points during these drills.

4.2 Fire Wardens

JR noted that Fire Wardens inform when areas are clear. He stated that there were significantly reduced numbers on campus at present time.

JR stated that lecturers were responsible for their students and they should inform Estates Manager if any students are missing.

CMacN noted that gentle reminders be sent to lecturing staff regarding Fire Evacuations; clearer information re assembly points and guidance on social distancing.

DG to update Mobilisation Group the need for targeted awareness raising.

DG

DG confirmed the following points:

- Fire Evacuations procedures forwarded to SMT for approval
- Removal of 6 minute delay
- Lecturers assistance on fire evacuations

5. Update on Health and Safety Sub Committees

It was agreed that campus sub groups would be reinstated going forward.

DMcP/MC

Dates to be arranged with SMT PA's

6. AOCB

6.1 Waterfront Campus

IFS noted that he understood corridors and stairwells would be a one way system at the Waterfront campus.

Both JR and Martin Joyce agreed. MJ confirmed he would check with Estates Manager that this work had been done.

MJ

6.2 Thanks

JR and CMacN took time to recognise and thank David Gunn for the work he has done ensuring H&S standards are adhered to throughout each campus and wished him a happy and healthy retirement.

DG responded by thanking everyone for their continued contributions and work on the Health and Safety committee.

7. Date and Time of Next Meeting

Wednesday 2nd December, 10.30am

- Title:** Committee Membership Extension to Co-opt member Tenure
- Background:** The Committee is asked to note that the tenure of co-opted member, David Mark, expires on 28 February 2021.
- Action:** The Committee is asked to:
- Note that the tenure of co-opted member, David Mark, expires on 28 February 2021. As such, the Chair of the Committee will request that David Mark be reappointed for a further one year (1 March 2021 to 29 February 2022) and the HRCDC Chair will ask the Chair of the Board to present this for approval to the Board meeting scheduled for Monday 14 December 2020.
- NOTE – the next meeting of the HRCDC is 10 February 2021 (Board meeting is 1 February 2021) so, due to timescales and David’s term ending on 28 February 2021, the Committee is required to deal with this just now.
- Lead:** Shirley Gordon, Secretary to the Committee
- Status:** Open

TITLE: **Update on National Bargaining**

Background: The attached papers provide an update on the current status of national pay bargaining for Lecturing Staff and Support Staff. The EIS/FELA have subsequently accepted the pay offer following a ballot of their members. This has now to be endorsed by Colleges through the Employers Association.

Action: The Committee is asked to note the status of the national pay bargaining and seek clarification as required.

Lead: David Gunn, Director Organisational Development and HR

Status: Open

From: Employment Services <employment.services@collegesscotland.ac.uk>

Sent: 16 September 2020 15:12

Subject: National Bargaining Update - Wednesday 16 September 2020



Dear Employers' Association Representatives and Observers (*copied to Management Side Representatives*)

The National Joint Negotiating Committee (NJNC) – Side Table (Support) met today (Wednesday 16 September 2020).

Please note, the meeting had a lengthy agenda, however, the main item was the 2020/21 Pay Claim. It was agreed to make alternative arrangements to discuss any outstanding matters.

Please find a summary below:

2020/21 Support Staff Pay Claim

The Pay Claim was discussed within the context of the current pandemic, the critical financial situation of the sector, and with reference to the outstanding dispute in respect of the pay settlement effective from 1 April 2020. The staff side advised they were aware of the financial situation and that it was not in a position at this time to withdraw the dispute.

Following an adjournment, the management side tabled an offer to the staff side of a consolidated 2% pay increase effective from 1 September 2020, across all salary points (as they currently stand as at 1 April 2020) with a minimum payment of £400 (FTE). The offer was made on the condition that the dispute was deemed to be resolved and that there would be no change to the 1 April 2020 salary points.

The staff side considered this and advised that this was not an acceptable offer. As the scheduled meeting was coming to an end, it was agreed to continue discussions on this matter and arrangements will be made in due course to progress this.

The Employers' Association will continue to be updated on discussions.

Date of Next Meeting

The next scheduled meeting is due to take place on **Wednesday 2 December 2020**, however, additional meetings will require to take place in the interim to deal with the pay claim and outstanding issues.

If you have any queries on any of the above, please contact me directly.

Regards

Heather

Heather Stevenson

Director of Employment Services

Lecturing Staff Final Pay Offer

Following consideration of the Lecturers' Pay Claim and discussions at the National Joint Negotiating Committee meeting on Thursday 20 August 2020, we would request that the EIS take this to their membership for consideration.

Effective from 1 September 2020

A consolidated award of 2.0% for all unpromoted and promoted lecturer scale points.

From 1st September 2020, the Lecturers' Pay Scale will be:

| National Pay Scale | 1 April 2019 | 1 September 2020 |
|--------------------|--------------|------------------|
| Point 1 | 33,500 | 34,170 |
| Point 2 | 35,507 | 36,217 |
| Point 3 | 37,514 | 38,264 |
| Point 4 | 39,250 | 40,035 |
| Point 5 | 41,526 | 42,357 |

From 1st September 2020, the Promoted Lecturer Fixed Points will be:

| National Fixed Point Pay Scale | 1 April 2019 | 1 September 2020 |
|--------------------------------|--------------|------------------|
| Fixed Point 1 | 45,350 | 46,257 |
| Fixed Point 2 | 48,425 | 49,394 |
| Fixed Point 3 | 51,500 | 52,530 |

Notes:

- The Pay Award will be applied pro rata for part time employees.
- Non-NRPA colleges are encouraged to shadow the offer if accepted.
- Further discussion is required with the Scottish Funding Council on matters of financial viability and affordability

Thursday 20 August 2020