



Board of Management
HUMAN RESOURCES COMMITTEE
Meeting of 13 September 2016



NOTICE OF MEETING

There will be a meeting of the Human Resources Committee on Tuesday 13 September 2016, 1130-1300 hours in Room G10 at Aberdeen City Campus.

MEMBERS OF THE BOARD OF MANAGEMENT

Ms. A Bell
Ms S Cormack
Mr. J Gall
Mr. I Gossip
Mr. J Henderson
Ms. C Inglis (Chair)
Mr. R McGregor
Mr. K Milroy
Mr. R Wallen

IN ATTENDANCE

Ms. E Hart, Vice Principal Human Resources
Ms. P May, Secretary to the Board of Management
Ms. P Kesson, Minute Secretary

AGENDA

13 September 2016

- 1. Apologies for Absence**
 - 2. Minute of Previous Meeting**
 - 2.1 Minute of 19 July 2016 (paper enclosed)
 - 3. Matters Arising from Previous Meeting (paper enclosed)**
 - 4. Report to Committee by the Principal (paper enclosed)**
 - 5. Matters for Decision**
 - 5.1 Committee Terms of Reference (paper enclosed)
 - 5.2 North East Scotland College Position relating to National Collective Bargaining (paper enclosed)
 - 5.3 Report on Professional Qualification Targets (paper enclosed)
 - 6. Matters for Discussion**
 - 6.1 HR Priorities and Strategy Implementation (paper enclosed)
 - 6.2 National Bargaining and Workforce for the Future Update (verbal update)
 - 7. Matters for Information**
 - 7.1 Key Human Resources Performance Indicators (paper enclosed)
 - 7.2 Key Health and Safety Performance Indicators (paper enclosed)
 - 8. Summation of Business and Date and Time of Next Meeting**
 - Reserved Item of Business**
 - 9. Matter for Discussion**
 - 9.1 Internal Audit Review of Payroll – Update
 - 10. Summation of Reserved Item of Business**
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Draft Minute of Meeting held on 19 July 2016

The meeting commenced at 1030 hours.

Mr Smith chaired the meeting in the absence of Ms Inglis on holiday.

Mr Smith welcomed Mr Gall to his first meeting of the Committee, and welcomed Ms Grant in her capacity as observer.

PRESENT – I Gossip, J Henderson, J Gall, R McGregor, K Milroy, A Simpson, A Smith (Chair), R Wallen

IN ATTENDANCE – E Hart, P May, P Kesson

OBSERVER – S Grant

1. Apologies for Absence

Apologies were received from C Inglis.

2. Minute of previous Meeting

The Minute of Meeting held on 17 May 2016 was approved.

3. Matters arising from previous Meeting

The Committee noted a paper providing updated information on matters arising from the meeting held on 17 May.

4. Report to the Committee by the Principal

The Committee noted a paper providing information on: HR Performance Indicators; Colleges Scotland Employers' Association; visits by MP and MSPs; visit by former staff; annual staff inter-campus football tournament; and staff barbecue and social evening.

Mr Wallen commented that it was very encouraging to note the participation of so many staff in the joint social events.

5. Matters for Discussion

5.1 HR Priorities and Strategy

The Committee considered a paper providing information on key HR priorities.

Information was provided on Distance Travelled from May 2014 to date and on HR priorities going forward.

Members acknowledged the significant amount of work undertaken to date and the full implementation of 10 out of the 13 priorities.

Ms Hart commented that the College's staff induction process will shortly be reviewed and refreshed and aligned to the new Probation Policy.

It was noted that, once established, matters relating to the Core Working Group to develop the new Employee Engagement Strategy will be reported to the HR Committee.

Members noted the information provided.

5.2 National Bargaining

Ms Hart reported in her capacity as the College's representative on Colleges Scotland's Employers' Association.

Members were informed that the support staff trade unions have rejected the revised pay offer for 2016-17 and have now announced their intention to ballot on industrial action on the current offer and on failure to implement key aspects of the 2015-16 agreement.

Ms Hart reported that following agreement on the pay award for 2015-16 and 2016-17 the teaching staff union (EIS) are now querying the basis on which the £100 element has been implemented.

Ms Hart said that Colleges Scotland has now set up a Workforce of the Future Group with three sub groups focussing on key areas, and commented that it is clear that the Employers' side is looking at very different ideas from the EIS in terms of modernising working practices.

Mr Wallen commented that, in being part of national collective bargaining, it is unfortunate that the College is now involved in matters over which it has no control. Mr Wallen added that it is not a favourable position for the College to be in as NESCol staff are currently the highest paid in the sector and benefit from good working terms and conditions.

Mr Milroy said it was important to look at what is right for the College and its staff from a management point of view.

It was agreed that, at its next meeting, the HR Committee would discuss and agree key areas of terms and conditions which the College should seek to protect for staff, prior to consideration of this matter by the full Board.

It was noted that matters relating to National Bargaining would be discussed with the Minister for FE, HE and Science on her visit to the College scheduled for 16 August 2016.

6. Matters for Information

6.1 Key Health and Safety Performance Indicators

The Committee noted a paper providing information on key performance indicators relating to the health and safety function.

Information was provided on: accident statistics; work placement visits; approved contractor list; workplace dust monitoring; food hygiene inspections; and accidents at Aberdeen Sports Village.

Ms Simpson commented that she still had concerns about the disproportionate number of accidents at Fraserburgh Campus. Mr Wallen informed her that the Health and Safety Manager was ensuring that there is a standard reporting process and a standard approach to managing health and safety issues across all campuses.

6.2 Report on Organisational Development Activity

The Committee noted a report providing information on the key activities undertaken by the Organisational Development Team during AY2015-16 and an indication of targets and plans for AY2016-17.

Information was provided on Teaching Qualification in FE for Lecturers; assessor awards; verifier awards; other professional qualifications supported by Organisational Development; other major activities; and plans for 2016-17.

In response to a query, Mr Wallen said he would ascertain the number of teaching staff employed for over 5 years who have yet to achieve the TQFE.

Ms Hart agreed that, going forward, the information provided on TQFE targets would be presented in a clearer format.

Ms Hart was asked to consider revising the targets for assessor and verifier awards.

6.3 Outcome of the Internal Audit of Human Resources

The Committee considered a report on the outcome of the Internal Audit of Human Resources which took place in May 2016.

Members noted that the audit focussed purely on Human Resources compared to previous audits which also encompassed the payroll function.

Ms Hart informed Members that she was confident that all the issues highlighted in the report had either been addressed or had a plan in place to address them.

Ms Simpson commented on the vast improvement made in the past year.

Mr Scott joined the meeting for consideration of agenda item 6.4.

6.4 Outcome of the Internal Audit of Payroll

The Committee considered a report on matters relating to the findings of the recent internal audit review of payroll.

Mr Scott informed Members that, as the previous payroll audit had shown deficiencies it had been decided that a further audit would be undertaken in the current year.

Mr Scott informed Members that a breach of regulations and processes had come to light recently which, had the payroll audit not been scheduled to take place, would have led him to request the Principal to ask auditors to review the area. Mr Scott confirmed that there had been no financial loss to the College and the matter had been dealt with operationally.

Mr Scott advised that six of the seven high graded weaknesses had been brought to the attention of the auditors prior to the audit commencing, and that an investigation had identified a number of recommendations which would be considered by the Audit and Risk Committee at its meeting later in the day.

Members were informed that an action programme had been developed and that all recommendations would be fully implemented by the end of August 2016.

Mr Scott said that the Audit & Risk Committee will be requested to recommend that a follow-up audit of the implementation of recommendations is sought before the end of the calendar year so that Members can be assured that all weaknesses have been addressed.

In response to a query Mr Scott confirmed that a previous internal audit of payroll had shown some fundamental failings and these were subsequently addressed; however the recent audit had identified a further set of failings. Mr Scott advised that many of the failings have already been addressed and that going forward payroll processes will mainly revert back to the approaches adopted by the former Aberdeen College.

Mr Scott said that a business case has been prepared for a new payroll system and monies have been earmarked in the IT projects budget for next year, but that the project was yet to be considered for approval by the College's ITSB.

Ms Hart commented that she felt it was critical for the College to invest in a new software solution for payroll, noting that at present the College was dependent on the skills of one member of staff due to a reliance on manual workarounds.

The Committee noted the information in the report.

Mr Scott left the meeting at this time.

7. Summation of Business and date and time of next Meeting

The Secretary gave a summation of the business conducted. The next meeting of the Human Resources Committee is scheduled to take place on Tuesday 13 September 2016.

The meeting concluded at 1140 hours.

Matters Arising from the Minute of the Previous Meeting

1 Introduction

- 1.1 This paper is to update the Committee on matters arising from the minute of the meeting of 19 July 2016.

2 Matters Arising

- 2.1 The following provides an update on matters discussed at the last meeting of the Committee:

5.2 National Bargaining

It was agreed that the HR Committee would discuss and agree key areas of terms and conditions which the College should seek to protect for staff, prior to consideration of this matter by the full Board. A paper proposing a starting set of issues which the College would wish to see observed in the course of national negotiations has been included under Agenda Item 5.2.

6.2 Report on Organisational Development Activity

The Committee requested to be provided with information on the number of teaching staff employed for over 5 years who have yet to achieve the TQFE. This has been included under Agenda Item 5.3.

The Committee also requested that consideration be given to the possible revision of the targets for assessor and verifier awards. Agenda Item 5.3 asks the Committee to consider 2016-17 and 2017-18 targets for a number of professional qualifications.

6.4 Outcome of the Internal Audit of Payroll

The project for the development of a new HR and Payroll System has been approved. Further information on this can be found in the Report to the Committee by the Principal.

3 Recommendation

- 3.1 It is recommended that the Committee note the contents of this paper.

Rob Wallen
Principal

Pauline May
Secretary to the Board of Management

Report to the Committee by the Principal

1. Introduction

- 1.1 The purpose of this paper is to provide information on significant matters relevant to the Committee.

2. Staff Briefings

- 2.1 A series of staff briefings has been provided covering all staff on all campuses to welcome staff back for the new academic year and to provide information about the current position of the College. In general staff feedback has been very positive.

3. Free Access to Evening Classes for Staff

- 3.1 During the past academic year we offered College staff and their partners the opportunity to attend College evening classes for no fee. This was an arrangement that had been agreed as part of the 2014-15 pay deal. It was a one-off and not a permanent arrangement and was agreed by the Board.
- 3.2 This has proved a popular benefit and we have been asked by staff representatives if it can continue. Since pay negotiations are now determined nationally we do not have the opportunity to include this as a part of any future pay deal. Where staff attend a "credit-bearing" course in addition to those who have paid the fee, there is no cost to the College and a small income. In the case of "full-cost" courses, if a member of staff attends in addition to those who have paid the fee there is no cost and no loss of income.
- 3.3 Following consultation with Board Members it has been agreed that this benefit can be extended a further year and will be available to staff during 2016-17.

4. Induction of New Principal

- 4.1 Arrangements have been put in place for the induction of the new Principal, Liz McIntyre. Ms McIntyre will be attending the College on 23 September 2016 for a series of meetings, including with the Chair and Vice Chair of the Board and members of the Senior Management Team. She will also attend the Board Planning Event in November 2016. The week commencing 05 December 2016 will be used as the formal hand-over from the current Principal to Ms McIntyre.

5. Replacement of HR Payroll System

- 5.1 Approval has now been given to procure a new HR and Payroll system. At the time of writing, the tender specification is due to be issued by 31 August 2016 to those providers on the APUC framework with the tender process ending by the end of September 2016. The provider is expected to be chosen by the end of October 2016, with the project commencing early November 2016. The payroll element of the new system is expected to be fully functional by 30 June 2017, with other elements to follow at a later stage.

6. Recommendation

- 6.1 It is recommended that the Committee note the contents of this report.

Rob Wallen
Principal

Committee Terms of Reference

1. Introduction

- 1.1 The purpose of this paper is to provide Members with an opportunity to consider the Terms of Reference for the Human Resources Committee.

2. Background

- 2.1 Attached as Appendix 1 to this paper is an annotated copy of the Committee's Terms of Reference.
- 2.2 The proposed amendments have been suggested following review of the Terms of Reference by the Board's Governance Steering Group and by the Vice Principal Human Resources.

3. Recommendation

- 3.1 It is recommended that Members consider and agree revised Terms of Reference prior to their consideration by the Board of Management at its October meeting as part of a review of the Governance Manual.

Ken Milroy
Regional Chair

Pauline May
Secretary to the Board of Management

HUMAN RESOURCES COMMITTEE		
1.1	Membership	A minimum of 6 other Lay Members, one of whom shall be appointed Committee Chair Principal One Staff and one Student Board of Management member
1.2	Quorum	4 members (including at least 3 Lay Members)
1.3	Remit	<p>General The Committee shall make its recommendations to the Board of Management as appropriate.</p> <p>The Committee shall observe the Standing Orders in all its business.</p> <p>Specific Duties The Committee has overall responsibility for the direction and oversight of all HR matters relating to the function of the Board of Management as employer of the College's staff.</p> <p>The Committee shall oversee the development and monitoring of human resource activities and this shall include:</p> <ul style="list-style-type: none"> • To advise, oversee and report to the Board of Management on the implementation of the Human Resource Strategy • <u>To receive and enact, on behalf of the Board of Management, all Human Resource legislative issues, and to approve College Human Resource policies and procedures as appropriate</u> • <u>To oversee the College's contribution to National Collective Bargaining</u> • To establish and maintain, in conjunction with the Vice Principal Human Resources, a "reporting cycle" whereby identified reports are submitted to the Committee (with supporting papers and statistical evidence) to enable comparison year-on-year and to determine trends • To oversee organisational and staff development activities within the College • To monitor, on behalf of the Board of Management, the College Health and Safety Policy and to receive regular reports and statistical analyses on Health and Safety issues • <u>To monitor equality and diversity (in conjunction with the Learning & Teaching and Student Services Committee) to ensure that the College meets its legal obligations under the Equality Act 2010 and the Public Sector Equality Duty</u> • <u>To receive reports on the delivery of the College's Equality Outcomes as they pertain to the staff of the College</u> • To implement, where not delegated to the Principal, the College's policy on premature retirement.
1.4	Meetings	The Human Resources Committee will normally meet at least four times per year.
1.5	Senior Management Support	<p><u>The following member of the Senior Management Team provides objective, specialist advice to support the Committee to discharge its remit:</u></p> <ul style="list-style-type: none"> • <u>Vice Principal – Human Resources</u>

North East Scotland College Position relating to National Collective Bargaining

1. Introduction

- 1.1 The purpose of this paper is to provide the Committee with an opportunity to consider what the College should be seeking to achieve through the process of national collective bargaining and the related work on the "workforce of the future" for the College sector.

2. Background

- 2.1 For approximately 20 years each college in Scotland conducted its own separate negotiations with the representatives of its employees in relation to salaries and other terms and conditions of service.
- 2.2 The decision by the Scottish Government to reintroduce national bargaining for the college sector in Scotland means that for those colleges that have signed the National Recognition and Procedures Agreement, many matters that have been negotiated locally will now be determined nationally.
- 2.3 Over the 20 years or so of local bargaining, the working arrangements in different colleges have developed in different ways. In particular, the former Aberdeen College, and the current North East Scotland College, adopted approaches that were not typical of other colleges.
- 2.4 The approaches adopted in this region were driven in part by the need to reflect the higher salary levels in Aberdeen than in other parts of Scotland and the resultant need to ensure efficient working practices that made the higher salary levels affordable. However, the approaches adopted were also intended to ensure that the College had a business-like approach to its work and that the focus was on its core purposes of delivering courses and supporting students; as a result, the College has a greater amount of contracted-out ancillary services (such as for cleaning, catering, janitorial and security work, estates management, occupational health and temporary lecturing).
- 2.5 These approaches, taken together, enabled the College to provide its staff with higher salaries than any other college and to provide a range of benefits and facilities for staff.
- 2.6 If the College is to be able to ensure that its staff are not disadvantaged by the imposition of working practices that would restrict the ability to pay high salaries, it will be important that the college can work to ensure that a positive framework is developed for the future that provides excellent terms and conditions for the College's staff and maximum productivity and student success and satisfaction.

3. The Current Position

- 3.1 The College is represented both on the Employers' Association (which will be responsible for determining the parameters for national negotiations) and on the management negotiating team. However, the decisions of the Employers' Association will be taken by majority vote and are binding on all of the members.
- 3.2 As such, if decisions are taken that the College finds unacceptable the only choices are nevertheless to accept them or to give notice of resigning from the national arrangements – with the prospect of possible political and or industrial relations consequences.
- 3.3 In order to help ensure that the College does not see decisions being taken that are against its interests and that of its staff, it is important for the College to identify what aspects of its current arrangements are, from its point of view not to be lost as the new arrangements are developed.

3.4 The following are proposed as a starting set of issues which the College would wish to see observed in the course of national negotiations.

- There must be no restriction on the use of agency or other contracted-out arrangements to deliver services
- Recognition must be made of having different grades of teaching staff (e.g. Lecturer, instructor) — with different rates of pay and contact hours for the different types of post
- Any real-terms increase in pay (in any college) must be linked to, and funded by, an increase in the efficiency of staff utilisation
- In order to ensure there is the flexibility to introduce new ways of delivering the curriculum, there must be no reduction in the annual contact for lecturing staff and the flexibility to enable staff teaching loads to be measured in different ways appropriate to the context
- There must be no reduction in (but ideally would be a removal of) the four-weekly 96 hours maximum contact for lecturing staff
- No inflexible restrictions must be placed on class sizes
- No inflexible limits must be imposed on the number of taught hours per credit
- Holiday entitlements for all staff must be commensurate with the needs of delivering an effective service for students while ensuring that staff have adequate opportunities for a break from work.

4. Recommendation

4.1 It is recommended that the Committee agree the issues that the College would wish to present at the Employers' Association in order to inform developments in relation to the "workforce of the future", for further consideration at the next meeting of the Board of Management.

Rob Wallen
Principal

Report on Professional Qualification Targets

1. Introduction

- 1.1 The purpose of this report is to provide the Committee with information on the planned targets for qualifications for the various professional groups.

2. Teaching Qualification in Further Education (TQFE) – Lecturers

- 2.1 North East Scotland College requires all lecturers to obtain the TQFE in accordance with Government guidelines. These recommend that full-time staff achieve TQFE within three years of appointment and part-time staff achieve TQFE within five years of appointment.
- 2.2 In 2014 the agreed target for staff achieving TQFE was set at 93% by 2017. However, at the January HR Committee it was agreed that this target should be reduced to 85% given the volume of new lecturers commencing without the award.
- 2.3 As requested at the July meeting of the Committee, the following table illustrates the statistics relating to lecturers who have TQFE as at 17 August 2016, with length of service factored in. To illustrate progress made, these figures are compared with the position communicated to the Committee in January 2016. The change is that the figures now show three years' service for full-time staff and five years' service for part-time staff instead of a five year cut off for all staff.

Total Lecturers with TQFE (or equivalent)		Lecturers working towards TQFE / due to start TQFE this AY		Lecturers not holding TQFE (FT < 3 years' service / PT < 5 years' service)		Lecturers not holding TQFE (FT > 3 years' service / PT > 5 years' service)		Totals	
Jan 16	Aug 16	Jan 16	Aug 16	Jan 16	Aug 16	Jan 16	Aug 16	Jan 16	Aug 16
238	243	24	30	42	26	27	9	331	308
72%	79%	7%	10%	13%	8%	8%	3%	100%	100%

- 2.4 In total at the present time 79% lecturers hold TQFE. A further 10% are either actively working towards TQFE or due to start the programme this year and 11% of lecturers do not have TQFE. Of those who do not hold TQFE, only 3% have more than three/five years' service.
- 2.5 National Benchmarking Data provided by the Scottish Funding Council indicates that across Scotland 87% of full-time lecturers hold TQFE or equivalent. The above NESCol figures relate to all employed staff. At the moment we do not match the 87% figure but providing all of those who are due to complete TQFE this academic year do so successfully we are on target to exceed this figure by 2%, and the renegotiated College target of 85% by 4%.
- 2.6 Of the 35 staff who will not have TQFE at the end of this academic year, 25 are on the list to join the programme in September 2017. Of the remaining 10 some still have entry qualifications to complete, one does not have sufficient teaching hours to join the programme and two have indicated their intention to leave the College.
- 2.7 It is recommended that should good progress continue to be made during this academic year that the target for TQFE is raised to 93% for summer 2018.

3. Assessor and Verifier Qualifications

- 3.1 The College expects all lecturers regularly teaching certificated awards to hold an assessor award. The position at 17 August 2016 is as follows:

Lecturers holding an assessor award	Lecturers due to start assessor award in 2016/17	Lecturers not holding or working towards an assessor award	Totals
242	26	40	308
79%	8%	13%	100%

- 3.2 At the start of the academic year 79% of staff hold an assessor award. A further 8% are due to commence an award this year. Providing these staff complete the award, 87% of staff will hold an award by the end of the academic year. This marginally exceeds the target of 85% set in 2014. As some of these staff may not achieve the award, it is recommended that the target remains the same for 2017. However a higher target of 90% should be set for the following year (2018).

- 3.3 The College expects all lecturers who have to verify certificated programmes to hold a verifier award. The position at 17 August 2016 is as follows:

Lecturers holding a verifier award	Lecturers due to start verifier award in 2016/17	Lecturers not holding or working towards a verifier award	Totals
193	24	91	308
62.7%	7.8%	29.5%	100%

- 3.4 At the start of the academic year 62.7% of lecturers hold a verifier award and a further 7.8% will be undertaking the award this year. This should bring the percentage of staff holding the award to 70% + by the end of the academic year. This meets the target set in 2014. It is recommended that the target for 2018 is therefore increased to 75%.

4. Instructors/VTAs

- 4.1 There are 26 staff working as instructors / VTAs. Of these 20 (77%) hold an Introductory Teaching Qualification. It is anticipated that four will be able to complete a qualification later this academic year so that by the end of the year 92% will be qualified. The target for 2017 was set at 94%. Therefore we are likely to fall marginally short of this target. This target should therefore be retained for 2018.
- 4.2 20 (77%) of the Instructor / VTAs hold assessor qualifications. Four are due to commence an assessor award this autumn. By the end of the year 92% will be qualified. The target for this award was 85% by 2017. We are set to exceed this target. Therefore it is recommended that the target for 2018 is increased to 94%.

5. Guidance Tutors

- 5.1 There are 13 Guidance Tutors employed within the College. Of these 8 (62%) hold a Post Graduate Certificate in Guidance. Two further Guidance Tutors commenced the award last year and are due to complete in December 2016 bringing achievement to 77 % by summer 2017. This falls short of the 95% target set for summer 2017. However, a further two Guidance Tutors are due to start the award this September and will complete in December 2017. This will mean that by the start of 2018, 92% guidance tutors will be qualified. Therefore the target for Guidance Tutors holding this award should remain at 95% for 2018.

6. Proposed Targets

6.1 The following table summarises the proposed Professional Qualifications targets for 2016-17 and 2017-18:

	2016-17 Target	2017-18 Target
Lecturers holding TQFE	85%	93%
Lecturers holding an Assessor Qualification	85%	90%
Lecturers holding a Verifier Award	70%	75%
Instructors/VTAs holding an Introductory Teaching Qualification	94%	94%
Instructors/VTAs holding an Assessor Qualifications	85%	94%
Guidance Tutors holding a Post Graduate Certificate in Guidance	95%	95%

7. Recommendation

7.1 It is recommended that the Committee endorse the proposed targets for the Academic Years 2016-17 and 2017-18 as presented in section 6 above.

Rob Wallen
Principal

Elaine Hart
Vice Principal - Human Resources

HR Priorities and Strategy Implementation

1. Introduction

- 1.1 The purpose of this paper is to update the Committee on progress regarding the College's key HR priorities.

2. The HR Priorities

- 2.1 The HR Priorities have been updated to reflect the current status and progress to date – please see Appendix 1.

3. Recommendation

- 3.1 It is recommended that the Committee note the contents of this report.

Rob Wallen
Principal

Elaine Hart
Vice Principal - Human Resources

HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT PRIORITIES 2016-17

JOINT HR AND OD PRIORITIES				
Priority	Priority	Commentary	Start/End Date	RAG
Develop and implement Employee Engagement Strategy and Action Plan		As agreed at the Leadership Team, this is the next phase of the Vision and Values work following on from the 3 Project Teams. The Strategy will have 4 key areas: <ul style="list-style-type: none"> • Wellbeing, Recognition and Reward • Communication and Employee Voice • Effective Leadership and Career Development • Continuous Business Improvement. 	S September 2016 E July 2017	Strategy in draft
Review of Induction and Probation Processes		Map current processes to develop a more streamlined, efficient and joined up approach between HR, OD and line managers. Incorporate into new Intranet/HR and Payroll System	S June 2016 E January 2017	First combined HR/OD induction held. New intranet will have an on-boarding area, work is on-going to map processes, investigating the links between induction and probation and the new HR and Payroll system.

ORGANISATIONAL DEVELOPMENT PRIORITIES					
Priority	Priority	Commentary	Start/End Date	RAg	Current Status
Leadership Development and Succession Planning		360 Feedback pilot and development planning complete. 360 reviews and the creation of individual development plans will be extended to all leaders throughout the academic year.	S September 2016 E June 2017		Pilot being evaluated. Report to be submitted to next meeting of Committee.
To complete the iLP Action Plan		To work towards achieving Gold Standard following the completion of appropriate reviews.	E December 2018 Next interim review December 2016		Survey due to be issued to all staff at the beginning of September. iLP Health and Wellbeing Standard under consideration as an addition.
Performance Review		Phase 1 Fully embed the use of the current electronic process. Phase 2 Update the current performance review system ready for implementation as part of the new HR and Payroll System.	S June 2016 E October 2016 tba		

HR PRIORITIES					
Priority	Priority	Commentary	Start/End Date	RAG	Current Status
Payroll		To implement the key audit recommendations	E 31 July 2016		Follow-up Audit scheduled for September. Extension needed for moving archive data, all other actions complete.
HR and Payroll Systems Replacement Project		Approved.	S September 2016 E June 2017		Tender due to be issued by end of August to APUC Framework.
Gender Pay Gap Reporting		It is necessary to prepare for the April 2017 statutory requirement to publish our gender pay gap information.	S September 2016 E April 2017		Report under preparation.
Developing a documented set of Terms and Conditions of employment for support and lecturing staff		<p>Phase 1</p> <p>Collation of all terms and conditions and production of consistent guidance documentation.</p> <p>Phase 2</p> <p>To be incorporated into the self-service dashboard of the proposed HR/Payroll system (NB: this work will be impacted by National Collective Bargaining outcomes,)</p>	S May 2016 E 31 December 2016		Work in progress.
Implementation of outcomes from National Collective Bargaining		This section will be updated as the outcomes become clearer.	On-going		

KEY - Priorities	
	High Priority
	Medium Term Priority
	Longer Term Priority

KEY - RAG	
	On track
	Possible risk of not achieving deadline
	High risk of not achieving deadline

Key Human Resources Performance Indicators

1. Introduction

- 1.1. The purpose of this report is to provide the Committee with Key Performance Indicators (KPIs) for the period 01 April 2016 to 30 June 2016 (Quarter 2).

2. Quarterly Statistics

- 2.1 Attached at Appendix 1 is a detailed report for the period 01 January 2016 to 31 March 2016.
- 2.2 It is worth highlighting the following:
- Turnover for the quarter was even lower than the previous quarter at 0.68% (previously 1.18%) with the headcount remaining stable with a slight reduction of 2 to 591 and a decrease in FTE from 528 to 526.
 - There were 14 vacancies during the period with 10 being teaching staff to reflect the need to get staff in post for the new academic year.
 - The absence rate for the period was 3.03% with the average number of days absence per employee being 1.97. This is a decrease on the previous quarter (3.54% and 2.30 days).
 - 46.3% of days lost due to sickness absence was due to long term absence. The main reason for long term absence is anxiety/stress/other psychiatric.
 - The main reasons for short term absences are gastro intestinal, cold, cough, flu and influenza and headache and migraine.
- 2.3 The HR Team with Occupational Health are closely monitoring all cases of long term absence as well as frequent short term absence.

3. Recommendation

- 3.1 It is recommended that the Committee note the contents of this report.

Rob Wallen
Principal

Elaine Hart
Vice Principal - Human Resources

HR KPIs: Q2 APRIL – JUNE 2016

Headcount

The table below shows the relatively stable staff headcount (and FTE) across all staff categories, on a month-by-month basis, for the period April – June 2016. This continues the relatively stable staff headcount and FTE seen in Q1 2016 (total headcount & FTE were: 594 (FTE 531) in January; 595 (FTE 530) in February and 593 (FTE 528) in March), although there is a slight overall downward trend.

	APRIL 2016	MAY 2016	JUNE 2016
Lecturers	305 (FTE 277)	303 (FTE 275)	303 (FTE 275)
Support	246 (FTE 216)	245 (FTE 217)	245 (FTE 216)
Instructors	28 (FTE 22)	29 (FTE 22)	29 (FTE 22)
Guidance Tutors	14 (FTE 13)	14 (FTE 13)	14 (FTE 13)
Total	593 (FTE 528)	591 (FTE 527)	591 (FTE 526)

Note:

- *“Lecturers” includes un-promoted and promoted lecturers (i.e. CQMs and FMs) who are on lecturing terms and conditions; “Support” includes all staff on support staff terms and conditions (except Instructor & Guidance Tutor); Excludes Students’ Association*
- *FTE is rounded to the nearest whole number.*

The slight variation in Q2 Headcount/FTE for Instructors is because of one person being on an annualised hours’ contract, so the headcount increases by one, but the FTE does not change. For support staff, the minor fluctuation in FTE can be explained by support staff changes in the number of hours worked and rounding.

Two lecturers left in April/May resulting in the lecturing headcount reducing from 305 to 303 (275 FTE) in this quarter.

Leavers

The table below shows the number of leavers on a month-by-month basis as well as the total number of leavers for the quarter.

	APRIL 2016	MAY 2016	JUNE 2016	Total for the quarter APRIL - JUNE
Lecturers	1	1	0	2
Support	1	0	1	2
Instructors	0	0	0	0
Guidance Tutors	0	0	0	0
Total	2	1	1	4

Note: “Lecturers” includes un-promoted and promoted lecturers (i.e. CQMs and FMs) who are on lecturing terms and conditions; “Support” includes all staff on support staff terms and conditions (except Instructor & Guidance Tutor); Excludes Students’ Association

Turnover

As illustrated in the following table, staff turnover is very low in this quarter (0.68%) and is even lower than in the previous quarter two quarters (1.18% in Q1 2016; 1.83% in Q4 2015).

On a month-by-month basis, the turnover in April was slightly higher than in May and June – but in all 3 months was still very low, reflecting the fact that very few staff left the College during this time period.

	APRIL 2016	MAY 2016	JUNE 2016	Turnover for the quarter APRIL - JUNE
Total staff turnover	0.34%	0.17%	0.17%	0.68%

Note:

- These figures are expressed as % of average quarterly headcount
- % figures are rounded
- Monthly staff turnover is calculated by taking the total number of leavers in the month divided by total staff headcount in that month x100
- Quarterly staff turnover is calculated by taking the total number of leavers in the quarter divided by average monthly staff headcount in that quarter x 100 i.e.
- $4 (\text{leavers})/592 (\text{average staff quarterly headcount, rounded to nearest whole number}) \times 100$.

The turnover for support staff was slightly higher than for lecturing staff during this quarter. Given that 2 support staff and 2 lecturing staff left the College, the difference in the turnover figures reflects the fact that the College has a higher lecturing headcount than support staff headcount.

	APRIL 2016	MAY 2016	JUNE 2016	Turnover for the quarter
Lecturers	0.33%	0.33%	0%	0.68%
Support	0.41%	0%	0.41%	0.69%
Instructors	0%	0%	0%	0%
Guidance Tutors	0%	0%	0%	0%

Note:

- % figures are rounded
- "Lecturers" includes un-promoted and promoted lecturers (i.e. CQMs and FMs) who are on lecturing terms and conditions; "Support" includes all staff on support staff terms and conditions (except Instructor & Guidance Tutor); Excludes Students' Association
- Monthly lecturing (support) turnover is expressed as % of monthly lecturing (support) headcount
- Quarterly lecturing (support) turnover is expressed as % of average monthly lecturing (support) headcount in the quarter i.e.
- $2 \text{ lecturing leavers in qtr}/304 \text{ average lecturing headcount (rounded to nearest whole number) in qtr} \times 100$
- $2 \text{ support leavers in qtr (inc. Guidance Tutor/Instructor)}/288 \text{ average support headcount (inc. Guidance Tutor/Instructor) in qtr} \times 100$.

These figures compare with a lecturing staff turnover of 0.99% in Q1 2016 (1.61% in Q4 2015) and a support staff turnover of 1.38% for Q1 2016 (2.07% in Q4 2015).

Vacancies

There were a total of 14 vacancies in the period April – June 2016 (detailed information about these vacancies is attached in Appendix 2). This compares with 4 vacancies in the Q1 2016. However, there were 17 vacancies in Q4 2015 and Q2 2016 figures appear more in line with these.

It should be noted that most of the vacancies – 10 out of the 14 – are teaching posts in Aberdeen campuses (including Altens). The recruitment activity, particularly at the end of Q2, aims to ensure that appropriate staff are in place for the start of the next academic year.

Vacancies by campus

Type of post	Aberdeen	Fraserburgh	Altens	Other
Teaching (Lecturer/Instructor/CQM)	8	0	2	0
Management (Inc. Head of School)	0	0	0	0
Support	3	1	0	0
Posts Withdrawn/On Hold	0	0	0	0
Total	11	1	2	0

Appointments

Of the 14 vacancies in this period: 8 appointments were made; 6 posts are still open.

Type of post	Number of posts filled	Number of posts still open
Teaching (Lecturer/Instructor/CQM)	6	4
Management*	0	0
Support	2	2
Total	8	6

**Includes any post with "manager" in the job title*

Absence

Quarterly overview: APRIL –JUNE 2016

The table below details the number of working days lost to sickness absence in the period April - June 2016.

Campus	APRIL 2016	MAY 2016	JUNE 2016	Quarter APRIL - JUNE 2016
Aberdeen City	190	198	155	543
Fraserburgh	69	110	35	214
Altens	70	73	137	280
Total number of days of absence	329	381	327	1037
Days lost as % of days available to work	2.97%	3.29%	2.83%	3.03%

Note: % of days available to work are calculated as follows:

- April: $329 \text{ (total days lost to absence)} / 11088 \text{ (FTE in Month = } 528 \times 21 \text{ working days in April)} \times 100$
- May: $381 \text{ (total days lost to absence)} / 11594 \text{ (FTE in Month = } 527 \times 22 \text{ working days in May)} \times 100$
- June: $327 \text{ (total days lost to absence)} / 11572 \text{ (FTE in Month = } 526 \times 22 \text{ working days in June)} \times 100$
- Quarter: $1037 \text{ (total days lost to absence in quarter)} / 34255 \text{ (average FTE in quarter = } 527 \times 65 \text{ total working days in quarter)} \times 100$.

The number of days lost as a percentage of the days available to work has decreased in this quarter to 3.03% compared with 3.54% in Q1 2016, although it is slightly higher than the 2.92% in Q4 2015.

The average number of days of absence per employee during this three month period was 1.97 days. (Calculated as the total number of working days lost in the quarter = 1037 / 527 i.e. the average number of FTE employees in quarter.)

This compares with 2.30 days of absence per employee in Q1 2016 and 1.93 days per employee in Q4 2015.

Absence by Reason

Given the limitations of the sickness absence reporting available, absence by reason is broken out as follows:

- Episodes of absence
- Overall number of days lost to absence
- Long-term absence.

46.3% of all days lost due to sickness absence in Q2 2016 (i.e. 480 days lost out of a total of 1037 days) was due to long-term absence, defined as an absence of 28 days or more, with stress and anxiety accounting for the greatest number of days lost.

The main reasons for long-term absence are given as:

Reason for (long-term) absence	Number of working days lost
Anxiety/stress/other psychiatric	246
Chest and respiratory problems	64
Benign and malignant tumours	41

This compares with 42.3% of all sickness absence being due to long-term absence in Q1 2016 (with 248 working days being lost to anxiety/stress, which was also the main reason for long-term absence in Q1).

In terms of number of episodes of absence, in the period April - June, the main reasons are as follows:

Reason	Number of absences*
Gastrointestinal problems	36
Cold, Cough, flu	26
Headache/migraine	17

**Number of absences is defined as the number of instances of absence for this particular reason*

When looking at the *overall* number of days lost due to sickness, for all absences, in the period April - June, it becomes clear anxiety/stress is the major reason for absence.

Reason for absence	Number of working days lost
Anxiety/stress/other psychiatric	262
Gastrointestinal problems	147
Unknown Causes/not specified	87
Back Pain	78

It should be noted that, although there are more *instances* of absence due to gastrointestinal problems and coughs/colds, fewer working days are lost due to this reason as, generally speaking, staff are not absent for very long periods of time.

However, although there are fewer *instances* of absence i.e. not one of the top 3 reasons), staff who are absent due to anxiety/stress, tend to be absent for longer periods of time, accounting for a greater number of working days lost.

Advertising of Vacancies

The following is a list of posts that have been advertised in the period April – June 2016 (all posts are full-time unless otherwise specified):

Support:

Dispensary Assistant, Part-time
Transition Coordinator
Hair & Beauty Workshop Assistant, Part-time
VQ Assessor/Verifier

Managers:

None

Teaching:

CQM in Social Care
CQM in Health Care
Lecturer in Tourism & Events
CQM-Sport
Lecturer in Analytical Science, Part-time
Lecturer in Science (Chemistry, Physics and Maths)
Lecturer in Music
Lecturer in Computing (Interactive Media)
Lecturer in Sport

Key Health and Safety Performance Indicators

1. Introduction

- 1.1 The purpose of this report is to provide the Committee with information on key performance indicators relating to the Health and Safety function. The data included in this report is relevant to the last full academic year, 2015-16.

2. Accident Statistics

- 2.1 The total number of accidents in the year 2015-16 shows an 11% reduction on the previous years reported figures.
- 2.2 Accident statistics for the period 31 August 2015 to 12 August 2016 are noted in the table below with comparative information for previous years.

Academic Year	2011-12	2012-13	2013-14	2014-15	2015-16
Total number of accidents North East Scotland College	50 of which 8 were reported to HSE	77 of which 11 were reported to HSE	43 of which 4 were reported to HSE	45 of which 6 were reported to HSE	40 of which 8 were reported to HSE

- The accidents which were reported to the HSE under requirements of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) involved:
- Injured Person (IP) sustaining a mild cold burn injury caused by spraying himself with the contents of computer air dust aerosol. The student has been warned about future class behaviour.
- IP suffered a broken finger attempting to catch a basketball during a sports class. Further instruction has been provided on the safe way to catch the heavy basketball.
- IP hurt left hand with electrical portable grinder, IP was holding the grinder in right hand and work-piece in left hand. The student has been reminded to clamp all work pieces in the vices provided.
- IP suffered mild cut to thumb whilst chopping vegetables in catering class. Class reminded of how to use knives safely.
- IP was removing a drill chuck on a lathe and trapped fingers between chuck and spindle. As a result they given first aid by security first aider and went to A&E as a precaution. The student returned to classes the next day.
- IP is an employee of an external contractor. He was on site to investigate a problem with CT heating pump. He opened the inverter casing and found the fault and proceeded to carry out repair and was injured by steam. College First Aid was administered and the IP was taken to hospital for wounds to be dressed. The IP is back to work. The whole heating system has been checked and passed safe. After investigation it was found that an incorrect part had been fitted in 2012. Any rubber bellows not up to design standard were replaced at the cost of the original contractor to Banff and Buchan College, who completed the work in 2012. The HSE are still reviewing data and reports sent to them from the College in relation to this accident.

- IP was playing football. He sprinted to chase the ball and his foot slipped causing him to fall and land on his shoulder causing it to dislocate. First aid was administered on site and paramedics were called. The student was taken to hospital by ambulance.
- IP was working in a welding bay shared by another student. IP reached behind other student to retrieve a piece of metal and accidentally brushed against other student's portable grinder and sustained a minor abrasion to the hand.

2.3 An analysis of the accidents in the period 31 August 2015 to 12 August 2016 shows that they involved the following:

Category	Total
Students	29
School Pupils	0
Employees	8
Contractors	1
Members of the Public	2
Total	40

2.4 The categories of accidents were as follows:

Injury	Total
Cut	14
Burn	7
Eye Ingress	2
Twist	1
Fracture	2
Sprain	3
Puncture	1
Dizzy	1
Bump/Knock	2
Slip/Trip	3
Dislocation	1
Bruise	3
Total	40

Breakdown by Site	
Aberdeen City Campus	12
Altens Campus	7
Aberdeen Sports Village	0
Craibstone Campus	3
Fraserburgh Campus	16
Clinterty Campus	0
Peterhead Maritime Centre	2
Ellon Campus	0
Inverurie Centre	0
Macduff Learning Centre	0
Total	40

3. Work Placement Visits

- 3.1 The following table shows the number of visits which were undertaken in the period 01 August 2015 to 12 August 2016:

Number of Visits to be undertaken in this period	% of Visits Undertaken
202	100

- 3.2 The number of placement providers across the North East is currently being reviewed with a view to establishing a co-ordinated programme of visits for the whole College.

4. Approved Contractor List

- 4.1 External contractor companies must be approved by the Head of Health, Safety and Security before carrying out work for the College. This is to ensure that all contractors comply with relevant health and safety standards and are generally a contractor the College is satisfied is of good standing.
- 4.2 The following table provides details of the total number of companies currently approved to carry out work in North East Scotland College, and the number removed from the list for failing to meet College safety standards in the period 31 August 2015 to 12 August 2016.
- 4.3 The continued low level of contractors being removed from the approved list demonstrates the initial checks are working well and only companies with a positive, healthy safety culture are approved to work on behalf of the College.
- 4.4 Two companies removed/suspended from the approved contractor list this academic term is as a result of intelligence received from Police Scotland.

No. of Approved Contractors	No. Removed from List
217	2

5. Workplace Dust Monitoring

- 5.1 Under the Control of Substances Hazardous to Health Regulations (COSHH) a duty is placed on employers to ensure the risk from workplace exposure to dust is removed, so far as reasonably practicable.
- 5.2 Checks to measure the concentration of inhalable and respirable dust in the air are undertaken by the Health and Safety Team.
- 5.3 All construction and joinery workshops are included in this programme.
- 5.4 Each workshop is sampled for respirable dust using a direct reading dust monitor; this monitor also provides the facility for inhalable and thoracic dust checks.
- 5.5 The following table provides details of the number of dust samples taken and the number of inspections that fell below statutory limits in the period 31 August 2015 to 12 August 2016:

No. of Dust Samples Required	No. of Samples Completed	Results
7	7	All Passed

6. Food Hygiene Inspections

- 6.1 In order to ensure that the College complies with the Food Safety Act 1990, the Food Labelling Regulation 1996 (as amended), the General Food Regulation 2004 and the Food Hygiene (Scotland) Regulations 2006, the Health and Safety Team carry out a programme of kitchen inspections.
- 6.2 A member of the Health and Safety Team is a qualified Food Hygiene Inspector.
- 6.3 All kitchens including training and contractor controlled areas are included in the programme.
- 6.4 The following table shows details of the number of kitchens inspected and any that fell below the required standard in the period 31 August 2015 to 12 August 2016:

No. of Food Hygiene Inspections Required	No. of Inspection Completed	Results
11	11	All Passed

7. External Audits

- 7.1 Two external audits were undertaken of the BS OHSAS18001:2007 Standard in the year 2015-16.
- 7.2 The scope of these audits related to the College Health and Safety Management Systems.
- 7.3 No non-conformances were noted.

8. Procedure Updates

- 8.1 A total of thirty College Health and Safety Procedures were reviewed during 2015-16.
- 8.2 Several updates were made to ensure continued compliance with OHSAS 18001:2007
- 8.3 The main procedures updated relate to Compliance with Construction, Design and Management (CDM) Regulations, Contractor Management, Permit to Work arrangements and the Control of Outdoor Activities.

9. Central Health and Safety Committee

- 9.1 The College Central Health and Safety Committee met during 2015-16
- 9.2 Health and Safety matters discussed included accident statistics, frequency/success of fire drills, atmosphere monitoring of workshops for COSHH compliance, campus specific health and safety meetings and contractor management.

10. The Royal Society for the Prevention of Accidents (RoSPA) Presidents Award

- 10.1 The College was awarded the RoSPA Presidents award for Health and Safety for the year 2015-16.
- 10.2 The Head of Health, Safety and Security picked up the award at the RoSPA's Scottish award ceremony held in Glasgow.

11. Recommendation

- 11.1 It is recommended that the Committee note the contents of this report.

Rob Wallen
Principal

Elaine Hart
Vice Principal Human Resources