



**Board of Management**  
**HUMAN RESOURCES COMMITTEE**

**Meeting of 15 November 2016**





## **NOTICE OF MEETING**

There will be a meeting of the Human Resources Committee on Tuesday 15 November 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

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## **AGENDA 15 November 2016**

### **1. Apologies for Absence**

### **2. Minute of Previous Meeting**

- 2.1 Minute of 13 September 2016 (paper enclosed)

### **3. Matters Arising from Previous Meeting (paper enclosed)**

### **4. Report to Committee by the Principal (paper enclosed)**

### **5. Matters for Discussion**

- 5.1 HR Priorities and Strategy Implementation (paper enclosed)
- 5.2 Approval of HR Policies (paper enclosed)
- 5.3 National Bargaining and Workforce for the Future Update (oral update)

### **6. Matters for Information**

- 6.1 Key HR Performance Indicators (paper enclosed)
- 6.2 Report on Organisational Development Activity (paper enclosed)
- 6.3 Key Health and Safety Performance Indicators (paper enclosed)
- 6.4 Health and Safety Strategy (paper enclosed)
- 6.5 Union Steward Information Request to Boards of Management (paper enclosed)

### **7. Summation of Business and Date and Time of Next Meeting**

### **Reserved Items of Business**

### **8. Matters for Discussion**

- 8.1 The Living Wage
- 8.2 Review of Payroll
- 8.3 National Collective Bargaining - Support Staff Pay Dispute 2016-17

### **9. Summation of Reserved Items of Business**

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## **Draft Minute of Meeting of 13 September 2016**

The meeting commenced at 1130 hours.

**PRESENT** – A Bell (by VC), S Cormack, J Gall, I Gossip, J Henderson, C Inglis (Chair), R McGregor, K Milroy, R Wallen

**IN ATTENDANCE** – E Hart, P May, P Kesson

**OBSERVER** – D Abernethy

The Chair welcomed Mr Abernethy in his capacity as an observer.

### **1. Apologies for Absence**

There were no apologies.

### **2. Minute of previous Meeting**

The Minute of Meeting held on 19 July 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 19 July.

### **4. Report to the Committee by the Principal**

The Committee noted a report providing information on: staff briefings; free access to evening classes for staff; induction of new Principal; and replacement of the HR Payroll System.

Mr Wallen commented that he had received positive feedback at the recent all staff briefings held across the College.

Mr Wallen advised that staff were appreciative of the opportunity to continue to be able to undertake evening classes for no fee.

Ms Hart was asked to discuss the proposed timing of the audit of the new payroll system with Mr Scott.

### **5. Matters for Decision**

#### **5.1 Committee Terms of Reference**

The Committee considered the Terms of Reference for the Human Resources Committee.

Members approved, subject to the removal of the word 'other' in section 1.1, the suggested revisions to the document and noted that the Terms of Reference would be considered by the Board of Management at its October meeting, as part of a review of the Governance Manual.

It was agreed that, at its next meeting, the Committee would consider HR policies for which it has responsibility for reviewing and approving.

#### **5.2 North East Scotland College position relating to National Collective Bargaining**

The Committee considered a paper on national collective bargaining and the related work on the "workforce of the future" for the College sector.

Information was provided on the approaches taken by the College under the previous system of local bargaining; and the current position under national collective bargaining.

Members considered the issues which the College would wish to see observed in the course of national negotiations.

Referring to bullet point 1, Mr Milroy said that it was critical that there should be no restriction on the use of agency or other contracted-out arrangements.

It was requested that the term 'inflexible' be defined and that the bullet points be reworded in more positive terms.

It was agreed that national bargaining negotiations should not include anything outwith the scope of the NRPA. It was also agreed that anything which would be seriously detrimental to the students, staff or finances of the College should not be entered into.

Concern was expressed at the diametrically opposed views between the Employers' Association and the EIS on the "workforce of the future". Ms Hart commented that the aspirations of the Employers' Association are not currently in conflict with the aspirations of the College.

It was agreed that the "workforce of the future" should be discussed at the Board's forthcoming Planning Event.

### **5.3 Report on Professional Qualification Targets**

The Committee considered a report providing information on the planned targets for qualifications for the various professional groups.

Information was provided on: Teaching Qualification in Further Education (TQFE) for Lecturers; Assessor and Verifier Qualifications; Instructors/VTAs; Guidance Tutors; and proposed targets.

Ms Hart was requested to report back on the required timescale for staff completing the TQFE. It was also agreed that, where available, benchmarking data would be included for the qualifications.

In endorsing the proposed targets for 2016-17 and 2017-18 the Committee requested that they be kept under review.

Ms Bell withdrew from the meeting at this time.

## **6. Matters for Discussion**

### **6.1 HR Priorities and Strategy Implementation**

The Committee noted a paper providing information on progress regarding the College's key HR priorities.

Ms Hart was requested to provide, for the next meeting of the Committee, further details on the HR priority to develop a documented set of terms and conditions.

### **6.2 National Bargaining and Workforce for the Future Update**

Ms Hart informed the Committee that the recent industrial action by UNISON had impacted very slightly on the College, compared to other colleges across the sector which had been heavily impacted.

It was noted that information is awaited from UNISON on any further industrial action they intend to take.

Members were informed that the EIS are now in dispute with regard to the 2015-16 pay award, and facilities time for national work.

The Chair thanked Ms Hart for the work she is undertaking on behalf of the College with the Employers' Association.



## **7. Matters for Information**

### **7.1 Key Human Resources Performance Indicators**

The Committee noted a paper providing information on key performance indicators for the period 01 April 2016 to 30 June 2016 (Quarter 2).

Information was provided on: headcount; leavers; turnover; vacancies by campus; appointments to posts; absence; and absence by reason. It was noted that, at present, there are no sector benchmarks available.

Information was also provided on the advertising of vacancies across the College.

### **7.2 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; external audits; procedure updates; Central Health and Safety Committee; and the Royal Society for the Prevention of Accidents (RoSPA) Presidents Award.

Members congratulated the College on gaining the RoSPA President's Award.

Mr Wallen said he would ascertain if there was updated information on the accident in which an external contractor had been injured.

Mr Wallen advised Members of a recent successful scenario exercise undertaken in relation to the College's Business Continuity Plan.

## **8. 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 15 November 2016 at 1130 hours.

## **Reserved Item of Business**

### **9. Matter for Discussion**

#### **9.1 Internal Audit Review of Payroll – Update**

The meeting concluded at 1255 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 13 September 2016.

### **2 Matters Arising**

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

#### **4 Report to the Committee by the Principal**

The timing of the audit of the new payroll system has been confirmed as May 2017.

#### **5.1 Committee Terms of Reference**

The Terms of Reference were amended as agreed and subsequently approved as part of the updated Governance Manual by the Board of Management at its meeting on 03 October 2016.

#### **5.2 Report on Professional Qualification Targets**

Members requested clarification of the timescale in which NESCol teaching staff must obtain the TQFE: 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.

#### **6.1 HR Priorities and Strategy Implementation**

Information on the development of a documented set of Terms and Conditions of employment for support and lecturing staff is included in Agenda Item 5.1.

#### **7.2 Key Health and Safety Performance Indicators**

At the last meeting of the Committee there was discussion about an incident in Fraserburgh where a contractor was injured as the result of the failure of a bellows joint that had been wrongly installed at the time of the Fraserburgh Campus refurbishment in AY2011-12.

The College's Head of Health, Safety and Security has confirmed that there is in place a maintenance schedule for the installation, and the schedule had been followed, but it did not cover the part that failed as this is a fixed component. The only failure that occurred in relation to the incident was that the contractor that installed the equipment originally used the wrong part for this part of the installation.

At the time of writing a response from the HSE in relation to the incident is still awaited.

### **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. Mental Health Group**

- 2.1 The College's Mental Health Group was set up to improve the experience of students and staff with mental health issues. The group has developed a comprehensive action plan and significant progress has been made, particularly in the information and support that is now available to students.
- 2.2 A mental health awareness week has been arranged for the first week of November with events at City, Altens and Fraserburgh Campuses. For the first time this is a joint event for staff and students. Occupational Health, Curriculum departments including Complementary Therapies, Sport, and Social Science and the Students' Association are working together to produce what we anticipate will be an interesting and worthwhile event.

### **3. Equality Outcomes and Gender Pay Gap Reporting**

- 3.1 The Equality and Diversity Strategy Group (EDSG), chaired by Elaine Hart, monitor the Equality Outcomes and Action Plan. Good progress is being made against the actions. Specifically of interest to the Committee is that the collection and utilisation of staff data has improved significantly and we are on track to report on the gender pay gap and occupational segregation. A Mainstreaming and Outcomes Report, together with a Gender Pay Gap Report will be prepared early in 2017 for Board approval prior to publication in April 2017.
- 3.2 Ms Ann Bell has been appointed the Board's Equality Champion and will be working with the EDSG to develop the Board's awareness of equality matters.

### **4. Recommendation**

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

**Rob Wallen**  
Principal



## **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 detailed in Appendix 1 have been updated to reflect the current status and progress to date.

### **3. Recommendation**

- 3.1 It is recommended that the Committee notes the content of this report.

**Rob Wallen**  
Principal

**Elaine Hart**  
Vice Principal Human Resources





## HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT PRIORITIES 2016-17

JOINT HR AND ORGANISATIONAL DEVELOPMENT PRIORITIES					
Priority	Priority	Commentary	Start/End Date	RAG	Current Status
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. This strategy will have 4 key areas: <ul style="list-style-type: none"><li>• Wellbeing, Recognition and Reward</li><li>• Communication and Employee Voice</li><li>• Effective Leadership and Career Development</li><li>• Continuous Business Improvement.</li></ul>	S September 2016 E July 2017		Strategy in Draft. Out for consultation with Leadership Team.
Review of Induction and Probation Processes		Map current processes to develop a more streamlined, efficient and joined up approach between HR, Organisational Development and line managers. Incorporate into new Intranet/HR and Payroll Systems	S June 2016 E Content January 2017 Platform June 2017		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 payroll system. Induction/Probation process to be reviewed via business improvement process.

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 01 September 2016 E 30 June 2017		Final evaluation still on-going.
To complete the IIP Action Plan		To work towards achieving Gold Standard following the completion of appropriate reviews.	E December 2018 Next interim review December 2016		The IIP electronic survey was issued to all staff on 05 September and was open for three weeks. 200 (about a third) staff responded to the survey. All measures seem to be slightly higher than when the same survey was issued last autumn. Our on-site visit is due to take place in November 2016. A full report will be made available in due course.  IIP Health and Wellbeing standard under consideration as an addition.  See Agenda Item 6.2, Report on Organisational Development.
Performance Review		<b>Phase 1</b> Fully embed the use of the current electronic process. <b>Phase 2</b> Update the current performance review system ready for implementation as part of the new HR/Payroll system.	S June 2016 E October 2016  E Platform 30 June 2017		Electronic processes are all up and running.  Performance reviews are currently being carried out. On-going monitoring is taking place.  See Agenda Item 6.2, Report on Organisational Development.

HR PRIORITIES					
Priority	Priority	Commentary	Start/End Date	RAG	Current Status
Payroll		To implement the key audit recommendations	31 July 2016		Actions were taken in June, July and August 2016 to address the findings of the audit. Those actions that were entirely under the control of the College have been implemented fully. The College was dependent on the payroll system provider acting to implement one of the recommendations and that recommendation has been implemented partially. Indications are that the outcome of the follow up audit undertaken in October 2016 is 'Strong'.
HR and Payroll Systems Replacement Project		Approved.	S 01 September 2016 E 30 June 2017		Tendering exercise closed. Evaluation and demos by end of October.
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 and in line with deadlines.
Developing a documented set of Terms and Conditions of employment for support and lecturing staff		<p><b>Phase 1</b></p> <p>Collation of all terms and conditions and production of consistent guidance documentation.</p> <p><b>Phase 2</b></p> <p>To be incorporated into the self-service dashboard of the proposed HR/Payroll system</p>	S May 2016 E 31 December 2016		This involves clarification of specific terms and conditions some of which have not previously been written down, such as holiday calculations and entitlements, dates of increments etc.

		<b>NB: this work will be impacted by National Collective Bargaining outcomes.</b>			
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

## Approval of HR Policies

### 1. Introduction

- 1.1 The purpose of this paper is to present suggestions to the Committee as to the future final approval of HR policies.





### 2. Background

- 2.1 Post-merger, a number of operational HR policies were brought to the HR Committee for approval due to the fact that they were new policies for the new College and were often formalising or changing arrangements that had been in place in the predecessor Colleges.
- 2.2 A number of key policies are now covered by National Collective Bargaining and the College is unable to change them locally.
- 2.3 Therefore a review has been carried out of all approvals and suggestions made for changes to approval routes.

### 3. Summary of Suggested Changes

- 3.1 Attached at Appendix 1 is a table of HR Policies split into HR Committee, Board and SMT approvals.

#### 3.2 Key to Table

	SMT approval
	Denotes now covered by National Collective Bargaining
	HR Committee approval
	Board approval

- 3.3 The suggestion is that the HR Committee should only approve policies which are strategic and/or have financial implications. Operational policies would therefore be amended to SMT approval.
- 3.4 It is also suggested that the Job Evaluation Policy changes to HR Committee approval from Board approval as it is an employment policy. For the same reason, i.e. that it is an employment policy, it is suggested that the Whistleblowing Policy should also change to HR Committee approval.

### 4. Recommendation

- 4.1 It is recommended that the Committee consider and approve the updated list of approval routes for HR policies.

**Rob Wallen**  
Principal

**Elaine Hart**  
Vice Principal Human Resources



**HR COMMITTEE POLICIES**

POLICY	EIA	CURRENT VERSION DATE	APPROVED BY	REVIEW DATE	INITIAL REVIEW BY	COMMENTS
Equal Pay	Yes	Nov-14	HR Committee	Nov-17	Vice Principal HR	Remain - under review
Long Service Awards	Yes	Nov-15	HR Committee		Head of HR	Remain - under review
Capability	Yes	Jan-15	HR Committee	Jan-18	Head of HR	Move to SMT - covered by national bargaining
Disciplinary	Yes	Jan-15	HR Committee	Jan-18	Head of HR	Move to SMT - covered by national bargaining
Flexible Working	Yes	Jan-15	HR Committee	Jan-18	Head of HR	Move to SMT - covered by national bargaining
Grievance	Yes	Jan-15	HR Committee	Jan-18	Head of HR	Move to SMT - covered by national bargaining
Leave for Special Circumstance	Yes	Jan-15	HR Committee	Jan-18	Head of HR	Move to SMT
Time off in lieu (TOIL)	Yes	Jan-15	HR Committee	Jan-18	Head of HR	Move to SMT
Recruitment and Selection	Yes	Jan-16	HR Committee	Jan-18	Head of HR	Remain
Relocation	Yes	Apr-16	HR Committee	Apr-18	Head of HR	Remain
Organisational Change		In draft	HR Committee		Head of HR	Remain - Under review due to national bargaining

**BOARD HR POLICIES**

POLICY	EIA	CURRENT VERSION DATE	APPROVED BY	REVIEW DATE	INITIAL REVIEW BY	COMMENTS
Whistleblowing	Yes	Jul-15	Board of Management	Jun-17	Vice Principal HR	Remain or could be moved to HRC?
Job Evaluation Scheme	Yes	Jul-14	Board of Management	Jul-17	Head of HR	Covered by National Bargaining - move to HR Committee
Equality and Diversity	Yes	Oct-15	Board of Management	Oct-17	Vice Principal HR	Remain
Premature Retirement Compensation	Yes	Mar-15	Board of Management	Mar-18	Head of HR	Remain
Local Government Pension Scheme Discretionary Functions	Yes	Jul-15	Board of Management	Jul-18	Head of HR	Remain

**SMT HR POLICIES**

POLICY	EIA	CURRENT VERSION	REVIEW DATE	SMT SPONSOR	MANAGEMENT OWNERSHIP	COMMENTS
Health and Safety	Yes	Jan-16	Jan-17	VP HR	Head of Health, Safety & Security	
Staff Development	Yes	Mar-15	Mar-17	VP HR	HR Manager - Organisational Development	
Staff Work Placements	Yes	Mar-15	Mar-17	VP HR	Head of HR	
CCTV	Yes	Apr-16	Apr-17	VP HR	Head of Health, Safety & Security	National Bargaining
Maternity Leave	Yes	Jun-15	Jun-17	VP HR	Head of HR	National Bargaining
Shared Parental Leave	Yes	Jun-16	Jun-17	VP HR	Head of HR	National Bargaining
Driving for Work	Yes	Jun-16	Jun-17	VP HR	Head of Health, Safety & Security	
Adoption Leave	Yes	May-16	Jun-17	VP HR	Head of HR	National Bargaining
Staff Induction & Review	Yes	Jul-15	Jul-17	VP HR	HR Manager - Organisational Development	
Probation	Yes	Jul-15	Jul-17	VP HR	Head of HR	
Acting Positions and Internal Secondment	Yes	Jul-15	Jul-17	VP HR	Head of HR	
Health and Attendance	Yes	Aug-15	Aug-17	VP HR	Head of HR	National Bargaining
Acceptable Use Policy - Internet & email - Staff	Yes	Aug-16	Aug-17	VP HR	Head of HR/Head of IT and Technical Services	
Equality Impact Assessment Policy	Yes	Sep-15	Sep-17	VP HR	HR Manager - Organisational Development	
Expenses	Yes	Jul-15	Jul-18	VP HR	Head of HR	
Parental Leave	Yes	May-16	Aug-18	VP HR	Head of HR	National Bargaining
Bullying & Harassment	Yes	Feb-16	Feb-19	VP HR	Head of HR	
Staff Membership of Protection of Vulnerable Groups Scheme		Under review		VP HR	Head of HR	
Drug and Alcohol (staff)		Under review		VP HR	Head of HR	
Code of Conduct for Staff relating to Child Protection Issues		Under review		VP HR	Head of HR	

<b>Key</b>		<b>National Bargaining</b>	<b>Move to SMT</b>	<b>HRC</b>	<b>Board</b>
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## **Key HR Performance Indicators**

### **1. Introduction**

- 1.1. The purpose of this report is to provide the Committee with Key Performance Indicators (KPIs) for the period July to September 2016 (Quarter 3).

### **2. Quarterly Statistics**

- 2.1 Attached at Appendix 1 is a detailed report for the period July to September 2016.

- 2.2 It is worth highlighting the following:

- Staff turnover for this quarter rose to 3.9% compared with 0.7% in Q2 2016 and 1.2% in Q1 2016, due to staff leaving around the time of the summer holidays/end of the academic year.
- There were 10 vacancies during the period with 5 being teaching staff posts, 4 being support staff posts and 1 post being withdrawn/on hold. All of the 4 support staff vacancies are posts which provide direct support to students and 3 of the 4 posts are on a part-time basis.
- The headcount has reduced from 592 to 586 (528 FTE to 521). This is due to 3 members of staff transferring to SRUC this quarter along with posts not being replaced, changes in working hours and a cross over between reporting periods.
- The absence rate for the period was 2.5% with the average number of day's absence per employee being 1.68. This is a decrease on the previous quarter (3.0% and 1.97 days), largely due to it being the summer holiday period.
- 47% of days lost due to sickness absence were due to long term absence, compared with 46% in Q2 2016. The main reasons for long term absence are gastrointestinal problems and anxiety/stress/other psychiatric. The increase in absence has shown to occur in September. This can be related to lecturing staff returning from the summer holidays. When lecturing staff are not in over the scheduled annual leave periods, sickness absence is down due to staff levels being reduced.
- The main reasons for short term absences are, gastrointestinal problems and colds, coughs, and influenza.

- 2.3 The HR Team with Occupational Health are closely monitoring all cases of long term absence as well as frequent short term absence.

- 2.4 Wellness Action and Recovery Plans are being put in place for staff who suffer from a mental health disorder that affects their day to day lives. These action plans are proving very successful.

### **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: Q3 July – September 2016**

### **Headcount**

The table below shows staff headcount (and FTE) on a month-by-month basis, for the period July – September 2016, showing a decrease in the number of staff in September.

	<b>July 2016</b>	<b>August 2016</b>	<b>September 2016</b>
<b>Lecturers</b>	305 (FTE 277)	308 (FTE 280)	299 (FTE 272)
<b>Support</b>	244 (FTE 215)	242 (FTE 214)	245 (FTE 216)
<b>Instructors</b>	29 (FTE 22)	29 (FTE 22)	29 (FTE 22)
<b>Guidance Tutors</b>	14 (FTE 13)	13 (FTE 12)	13 (FTE 12)
<b>Total</b>	<b>592 (FTE 527)</b>	<b>592 (FTE 528)</b>	<b>586 (FTE 521)</b>

*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*
- *FTE for each staff category is rounded, so when added together may not equal the total FTE figure.*

The overall decrease in lecturing staff headcount and FTE in this quarter is due to there being a relatively large number of lecturing staff leaving around the time of the summer holiday/end of the academic year.

The fluctuations for support staff numbers are due to staff leaving and posts being replaced.

Fluctuations in FTE can also be explained by support staff changes in the number of hours worked and rounding.

### **Leavers**

The following table shows the number of leavers on a month-by-month basis as well as the total number of leavers for the quarter, with the greatest number of staff leaving in August

	<b>July 2016</b>	<b>August 2016</b>	<b>September 2016</b>	<b>Total for the quarter July - September</b>
<b>Lecturers</b>	3	10	2	15
<b>Support</b>	2	2	3	7
<b>Instructors</b>	0	0	0	0
<b>Guidance Tutors</b>	1	0	0	1
<b>Total</b>	<b>6</b>	<b>12</b>	<b>5</b>	<b>23</b>

*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*

This table clearly shows that it is mainly lecturing staff who have left, around the time of the summer holiday period.

## Turnover

As illustrated in the following table, staff turnover has risen to 3.9% this quarter, around the time of the summer holidays/end of the academic year. This compares with a turnover of 0.7% in Q2 2016 and 1.2% in Q1 2016.

On a month-by-month basis, turnover was highest in August.

	July 2016	August 2016	September 2016	Turnover for the quarter July - September
<b>Total staff turnover</b>	1.0%	2.0%	0.9%	3.9%

Note:

- These figures are expressed as % of average quarterly headcount and are rounded to one decimal place
- % figures are rounded to one decimal place
- 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. 23 (leavers)/590 (average staff quarterly headcount, rounded to nearest whole number) x 100.

The following table illustrates turnover by type of post

	July 2016	August 2016	September 2016	Turnover for the quarter
<b>Lecturers</b>	1.0%	3.2%	0.7%	4.9%
<b>Support</b>	0.8%	0.8%	1.2%	2.9%
<b>Instructors</b>	0%	0%	0%	0%
<b>Guidance Tutors</b>	7.1%	0%	0%	7.7%

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
- % figures are rounded to one decimal place
- Monthly lecturing (support etc) turnover is expressed as % of monthly lecturing (support etc) headcount
- Quarterly lecturing (support etc) turnover is expressed as % of average monthly lecturing (support etc) headcount in the quarter i.e.15 lecturing leavers in qtr/304 average lecturing headcount (rounded to nearest whole number) in qtr x 100.

Although the percentage turnover for Guidance Tutors appears to be particularly high, this is because of the small numbers involved i.e. 1 Guidance Tutor leaver out of a total of 14 Guidance Tutors (in July) and so care should be taken not to attribute significance to this percentage figure.

Lecturing staff turnover was higher this quarter at 4.9% and support staff turnover was also higher this quarter at 2.9%.

These figures compare with a lecturing staff turnover of 0.7% in Q2 2016 and 1.0% in Q1 2016 and a support staff turnover of 0.7% in Q2 2016 and 1.4% in Q1 2016.

*Note: These figures are expressed as % of average monthly headcount in the quarter and are rounded to one decimal place*

## **Vacancies**

### **Vacancies by campus**

<b>Type of post</b>	<b>Aberdeen</b>	<b>Fraserburgh</b>	<b>Altens</b>	<b>Other</b>
Teaching (Lecturer/Instructor/CQM)	2	0	2	1
Management (Inc. Head of School)	0	0	0	0
Support	3	1	0	0
Posts Withdrawn/On Hold	0	1	0	0
<b>Total</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>1</b>

## **Appointments**

Of the 10 vacancies in this period: 8 appointments were made; 1 post is still open, 1 post was withdrawn/on hold.

<b>Type of post</b>	<b>Number of posts filled</b>	<b>Number of posts still open</b>
Teaching (Lecturer/Instructor/CQM)	4	1
Management*	0	0
Support	4	0
<b>Total</b>	<b>8</b>	<b>1</b>

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

## Absence

### Quarterly overview: July –September 2016

The table below details the number of working days lost to sickness absence in the period July - September 2016. The absence levels in July and August are lower as this is summer holiday period when lecturing staff – and many support staff – are on annual leave. This would explain why the figures rise in September.

Campus	July 2016	August 2016	September 2016	Q3 2016
Aberdeen City	74	115	228	417
Fraserburgh	63	87	225	375
Altners	24	42	25	91
Total number of days of absence	161	244	478	883
Days lost as % of days available to work	1.5%	2.0%	4.2%	2.5%

Note:

- % figures are rounded to one decimal place
- % of days lost as % of days available to work is calculated as follows:

July:  $161 \text{ (total days lost to absence)} / 11067 \text{ (FTE in Month = } 527 \times 21 \text{ working days in July)} \times 100$

August:  $244 \text{ (total days lost to absence)} / 12144 \text{ (FTE in Month = } 528 \times 23 \text{ working days in August)} \times 100$

September:  $478 \text{ (total days lost to absence)} / 11462 \text{ (FTE in Month = } 521 \times 22 \text{ working days in September)} \times 100$

Quarter:  $883 \text{ (total days lost to absence in quarter)} / 34650 \text{ (average monthly FTE in quarter = } 525 \times 66 \text{ total working days in quarter)} \times 100$ .

The average number of days of absence per employee during this three month period was 1.68 days. (Calculated as the total number of working days lost in the quarter = 883 / 525 i.e. the average monthly FTE in quarter)

### Absence by Reason

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

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

47% of all days lost due to sickness absence (i.e. 415 days lost out of a total of 883 days) was due to long-term absence, defined as an absence of 28 days or more. This compares with 46% in Q2 2016.

However, the number of (long-term absence) days lost due anxiety/stress/psychiatric fell from 246 days lost in Q2 2016 to 100 days this quarter. This was due to several individuals coming back from long term absences.

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

<b>Reason for (long-term) absence</b>	<b>Number of working days lost</b>
Gastrointestinal problems	110
Anxiety/stress/other psychiatric	100
Other known causes	79

In terms of number of episodes of absence, in the period July – September, the main reasons are as follows:

<b>Reason</b>	<b>Number of absences*</b>
Gastrointestinal problems	27
Cold, Cough, flu	21
Other known causes	11
Headache/migraine	8

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

A slightly different picture emerges when the *overall* number of days lost due to sickness, for all absences, is looked at for the period July – September:

<b>Reason for absence</b>	<b>Number of working days lost</b>
Other known causes	143
Benign and malignant tumours	133
Anxiety/stress/other psychiatric	129
Gastrointestinal problems	98

## **Appendix 1a**

### **Advertising of vacancies**

#### **Appendix - Vacancies**

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

#### **Support:**

Inclusiveness Assistant  
Information Assistant – Libraries (Part-time)  
Workplace Coordinator – Care (Part-time)  
Science Technician (Part-Time)

#### **Managers:**

None

#### **Teaching:**

Lecturer in Health and Social Care  
Sport – Coaching and Workplace Coordinator  
Lecturer in Carpentry and Joinery (Part-time)  
Lecturer in Electrical Engineering  
Team Leader Nautical Academic Courses



## **Report on Organisational Development Activity**

### **1. Introduction**

- 1.1 The purpose of this report is to provide the Committee with information on the key activities undertaken by Organisational Development Team since the start of the academic year.

### **2. Professional Development Activity**

- 2.1 The first induction programme for this academic year commenced on 15 August 2016. Eight Lecturers and five new support staff have been inducted so far. The lecturers are currently working towards the Teaching in Colleges Today award with the expectation that all will have completed this by the end of term.
- 2.2 The next induction programme commences on 24 October 2016.
- 2.3 24 lecturers have now enrolled on TQFE. This includes 14 staff in Aberdeen and 10 in Fraserburgh. The group seem to be enjoying the programme and valuing the opportunity to learn new information and interact with one another. This year we are running some sessions through video conferencing between the two campuses and the first VC session worked extremely well.
- 2.4 29 members of staff have commenced working on assessor awards and a further 24 on verifier awards. These are our largest cohorts for some time and the groups are being managed as taught classes which allows the staff to interact with and support one another.
- 2.5 Staff achievement of the above qualifications will strengthen College practice in teaching, assessment and verification ensuring that an effective and robust service is provided for learners.
- 2.6 Four guidance tutors are currently working on their Post Graduate Certificate. Two are due to complete this by the end of the year (December).

### **3. 360 Pilot Review**

- 3.1 A review of the 360 Pilot is currently being carried out with a view to this being extended in the near future.

### **4. Leadership Training**

- 4.1 The next Leadership Training Programme is due to commence on 26 October 2016 and this will run until March next year. Although aimed at newly appointed managers all promoted staff have been given the opportunity to refresh their knowledge of College policy and practice.
- 4.2 We are currently exploring ways to provide more in depth skills training for managers.

### **5. Investors in People (IiP)**

- 5.1 The IiP electronic survey was issued to all staff on 05 September 2016 and was open for three weeks. 200 (about a third) staff responded to the survey. All measures seem to be slightly higher than when the same survey was issued last autumn. Our onsite visit is due to take place in November 2016. A full report will be made available in due course.

### **6. Performance Review**

- 6.1 Following issues raised by auditors last May we are constantly monitoring PR activity by managers with the intention of ensuring that all staff have the opportunity to agree targets and discuss their achievement and development with their line manager on at least two occasions each year.

## **7. Professional Development Days**

- 7.1 23 and 24 January 2017 and 26 and 27 June 2017 have been identified as Professional Development Days. In January we are arranging a comprehensive programme of events for the Monday. This will include training for both teaching and support staff with the focus being on training to improve learning and teaching, equality awareness raising, and mental health awareness. Line managers will be able to arrange their own training for teams on the 24 January.

## **8. Recommendation**

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

**Rob Wallen**  
Principal

**Elaine Hart**  
Vice Principal Human Resources

## 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.

### 2. Accident Statistics

- 2.1 Accident statistics for the period 01 August 2016 to 14 October 2016 are noted in the table below with comparative information for previous years.

Academic Year	2012-13	2013-14	2014-15	2015-16	2016-17
Total number of accidents North East Scotland College	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	7 of which 1 was reported to HSE

- 2.2 The 2016-17 accident which was reported to the HSE under requirements of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) was:

Injured person was prepping vegetables with a knife, hand slipped and he cut his finger. First aider dressed wound and he was referred up to local casualty to be re-dressed. Student returned to College (Fraserburgh).

- 2.3 An analysis of the accidents in the period 01 August 2016 to 14 October 2016 shows that they involved the following:

Category	Total
Students	7
School Pupils	0
Employees	0
Contractors	0
Members of the Public	0
<b>Total</b>	<b>7</b>

2.4 The categories of accidents were as follows:

Injury	Total
Cut	2
Burn	1
Eye Ingress	0
Twist	0
Fracture	1
Sprain/Strain	1
Puncture	0
Dizzy	0
Bump/Knock	0
Slip/Trip	1
Dislocation	0
Bruise	1
<b>Total</b>	<b>7</b>

Breakdown by Site	Total
Aberdeen City Campus	4
Altens Campus	0
Aberdeen Sports Village	0
Craibstone Campus	0
Fraserburgh Campus	3
Clinterty Campus	0
Peterhead Maritime Centre	0
Ellon Campus	0
Inverurie Centre	0
Macduff Learning Centre	0
<b>Total</b>	<b>7</b>

### 3. Work Placement Visits

3.1 The following table shows the number of visits which were undertaken in the period 01 August 2016 to 14 October 2016:

Number of Visits to be undertaken in this period	% of Visits Undertaken
54	100

#### 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 the College, and the number removed from the list for failing to meet College safety standards in the period 01 August 2016 to 14 October 2016.

No. of Approved Contractors	No. Removed from List
220	0

- 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.

#### 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 01 August 2016 to 14 October 2016:
- 5.6 Due to other work commitments and staff absence the required dust inspection was not carried out for September, this will be rectified in the following month.

No. of Dust Samples Required	No. of Samples Completed	Results
1	0	

#### 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 01 August 2016 to 14 October 2016:

No. of Food Hygiene Inspections Required	No. of Inspection Completed	Results
2	2	All Passed

## 7. Recommendation

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

**Rob Wallen**  
Principal

**Elaine Hart**  
Vice Principal Human Resources

## **Health and Safety Strategy**

### **1. Introduction**

- 1.1 The purpose of this paper is to present the updated Health and Safety Strategy for the Committee to consider prior to finalisation and issue.

### **2. Summary of Changes**

- 2.1 Attached at Appendix 1 is the updated Strategy.
- 2.2 The tracked changes show the removal of paragraphs which refer to the merger and are now outdated. Some further minor changes are also highlighted.

### **3. Recommendation**

- 3.1 It is recommended that the Committee approve the updated Strategy.

**Rob Wallen**  
Principal

**Elaine Hart**  
Vice Principal Human Resources







**Agenda Item 6.4**  
**Appendix 1**

**NORTH EAST SCOTLAND COLLEGE**

**HEALTH AND SAFETY STRATEGY**

## **HEALTH AND SAFETY STRATEGY**

### **1.0 Introduction**

- 1.1 North East Scotland College is dedicated to protecting the health, safety and welfare of all its staff, students, contractors, partners and visitors.
- 1.2 This Health and Safety Strategy has been informed by and developed to support North East Scotland College's aims and objectives as laid out in the Regional Outcome Agreement and College Strategic Plan.
- 1.3 This strategy seeks to go beyond the traditional Health and Safety role of preventing harm. The Health and Safety Strategy commits the College to continually improving the health and safety and wellbeing of its staff and students.
- 1.4 The Health and Safety Strategy is not just about achieving compliance, but will assist in realising:
  - Efficient, proactive and pragmatic ways of delivering health and safety;
  - A safe and healthy environment for staff and students;
  - A robust health and safety culture across the College;
  - Effective means of protecting stakeholders, including staff, students and visitors from harm.
- 1.5 The Health and Safety Strategy describes in broad terms what the College's approach to health and safety is and how it will be implemented.
- 1.6 This Strategy is for the period [2016-18](#)

### **2.0 Background and Context**

- 2.1 Internal Context  
The College's Vision and Values are:

#### **Vision**

**A College that transforms lives and supports regional development.**

Our values are the foundation of all that we do and state what is really important to us. They apply to everyone who comes to the College to learn or work.

Our Values are:

#### **Commitment and Excellence**

- Understanding and responding to the needs of our students, staff, key stakeholders and customers
- Being business-like and professional
- Maintaining a clear focus on our goals and ensuring that these are achieved through effective planning and organisation
- Achieving excellence by continually evaluating and improving our services
- Ensuring our processes are consistent, accessible, effective and efficient.

#### **Empowerment and Engagement**

- Creating an environment where innovation and creativity are encouraged and can flourish
- Providing clear direction, information and communication
- Providing development opportunities to ensure that we have the skills, knowledge and confidence to perform to the best of our ability
- Giving recognition and praise
- Encouraging and supporting collaboration.

### **Respect and Diversity**

- Valuing the experience and talent of all
  - Treating others with dignity and respect
  - Creating an accessible, inclusive learning and working environment
  - Being fair, open and transparent to ensure a culture of mutual trust and integrity.
- 2.2 This vision and values can only be realised in an environment that is both healthy and safe, where a positive safety culture is encouraged, legislative compliance is achieved and all stakeholders are engaged.
- 2.3 Robust and comprehensive health and safety management underpins all the work of the College. This is attained by ensuring staff are working in a safe and comfortable environment, are aware of their responsibilities with regard to themselves and others as well as the duty the College has to safeguard the health and safety of all.
- 2.4 Good health and safety management is an integral and formative part of all projects, from the planning stage to successful completion and review.
- 2.5 In order to ensure the Health and Safety Strategy supports the College Strategic Plan and contributes to achieving the aims and objectives, the College context must be fully considered.
- 2.6 The College operates from dispersed campuses and sites, each with its own specific health and safety requirements. ~~In addition, in November 2013 the former Aberdeen and Banff & Buchan Colleges merged to form one regional college which has created a major change agenda, which has had an impact on the way health and safety is delivered across the College and has necessitated careful management to ensure the health, safety and wellbeing of staff and students.~~
- 2.7 ~~Over many years Aberdeen College had developed a robust health & safety culture based on BS OHSAS 18001 and a commitment to achieving the highest standards, reflected in numerous awards including a British Safety Council Sword of Honour. Banff & Buchan College had not chosen to achieve BS OHSAS 18001 and as such had in place different arrangements and practices from those in Aberdeen.~~
- 2.8 ~~Consequently, while health and safety is strong in the merged College, we are in a transitional period in which a new cross College quality culture has yet to be achieved.~~
- 2.9 The College must ensure that it complies with all health and safety legislation and the requirements of enforcing authorities. The College will therefore work with the Health and Safety Executive (HSE) and other authorities to improve the standards of health, safety and wellbeing across all campuses and sites.
- 2.10 The College will continue to work closely with a number of external agencies, including Colleges Scotland, to improve health, safety and wellbeing within the education sector.

### **3.0 Aim**

- 3.1 We want to establish and embed a robust health and safety culture across all parts of North East Scotland College.
- 3.2 The aim is to continue applying the BS OHSAS 18001 standard is achieved for the whole of the merged College.
- 3.3 We must be aware that health and safety management does not operate in isolation and is affected by the current political, economic, societal and technological environment. The move towards deregulation and reduction in public spending, the tough business climate, a reduced tolerance to failure and emphasis on compensation and blame as well as the rapid development of new processes, developments and materials all have an impact on health and safety management.

- 3.4 The aim is to achieve a safe working environment that is dynamic, proactive and comprehensive.

## 4.0 Implementation

### 4.1 Strategic Health and Safety Themes

- 4.1.1 The key challenge is to embed health and safety into the operations of a large, complex, multi-sited organisation which has a number of potentially high risk activities. Adopting themes from the HSE will enable the College to align health and safety management to a wider context.
- 4.1.2 The themes will assist in achieving an improved balance between systems and behavioural aspects of management. In addition, it will ensure health and safety is an integral part of good management generally rather than a standalone system.
- 4.1.3 There are three overarching themes within the HSE's own current strategy which are clearly applicable to North East Scotland College and provide the structure for the Health and Safety Strategy. These are:
- Leadership and management
  - Competence
  - Worker Involvement and Communication.
- 4.1.4 Through action on these themes, it has been shown that organisations generate an improvement in performance and achieve a positive change in their health and safety culture.

### 4.2 Leadership and Management

- 4.2.1 Successful health and safety management comes from the top of an organisation and health and safety leadership must start here. Members of the Board of Management and Senior Management Team have collective responsibility for health and safety and must be effective leaders in health and safety. Good leadership is central in embedding good health and safety management systems and practices across an organisation.
- 4.2.2 There is therefore visible and active commitment from the Board, Senior Management Team and managers to which is demonstrated by the resources given to the Health and Safety Team, the close monitoring of health and safety by the Board of Management and Senior Management Team and the robust approach taken.
- 4.2.3 The activities/key performance indicators used to promote and ensure positive health and safety culture are:
- Establishment of an effective communication system and clear management structures
  - Processes to demonstrate that health and safety management is integrated into business decisions
  - Ensuring there are regular reviews of health and safety performance.

### 4.3 Competence

- 4.3.1 Effective health and safety management requires competence at every level. Competence is the ability for every member of staff to recognise the most foreseeable risks, particularly the potentially serious risks, and have the ability to take steps to control them. For an organisation with dispersed campuses, competence means having health and safety practices, procedures and standards which are implemented consistently across all sites.

- 4.3.2 It is essential that all staff have the necessary and relevant skills to assess risks generated by their work and identify the most appropriate means of managing them. This competence is not only developed through continuous professional development, but by enabling and empowering staff to take responsibility for health and safety, where this is appropriate.
- 4.3.3 Actions to ensure health and safety competence should not be limited to staff. Students should also have a basic understanding of health and safety in order to contribute to creating a safe environment for work and study. Some students may also benefit from gaining health and safety qualifications to improve their employability where this is appropriate to their Programme of Study.
- 4.3.4 Accredited training courses can prove beneficial in securing employment in a competitive job market. The College will seek to raise awareness of health and safety among all students and to provide the training required where this is integral to their course.
- 4.3.5 The activities/key performance indicators which are used in order to promote a positive health and safety culture across the College include:
- Use of suitably qualified staff to ensure all policies and procedures are up to date and reflect current best practice in the sector
  - Making sure internal policies, procedures, guidance and advice are understood and easily accessible to staff, students and, where appropriate, visitors and contractors
  - Staff awareness of how to access accurate advice
  - Use of appropriate risk management/risk assessment techniques across all Faculties, Services and campuses
  - Ensuring comprehensive training programmes and opportunities are available to staff.

#### 4.4 **Staff Involvement and Communication**

- 4.4.1 Successful health and safety management is a collective responsibility in which all members of staff must play a part. This responsibility will be embedded through clear demonstration of high health and safety standards by management and a willingness of all staff to accept responsibility and communicate with management if there are concerns. Clear reporting routes will be established and will be monitored and maintained by the College's Managers.
- 4.4.2 A genuine management/workforce partnership based on trust, respect and co-operation that ensure that risks are managed and controlled in a proportional and effective way will be developed. Engaging the workforce in the promotion and achievement of safe and healthy conditions will continue to improve and embed the health and safety culture within the organisation.
- 4.4.3 There is evidence that where an organisation has Trade Union health and safety representatives the workforce is safer and healthier. The College will continue to work with these for the benefit of health and safety health across the College.
- 4.4.4 The activities/key performance indicators that will be addressed include:
- Continuing to work with different groups of staff to meet their needs and that communication and cooperation is ensured
  - Responding quickly to reports or reviews by staff, safety representatives or other external agencies
  - Ensuring appropriate communications channels are developed for the dissemination of all health and safety information.

#### 4.5 Making It Happen

- 4.5.1 The College Board of Management and the Senior Management Team are accountable for Health and Safety. The day-to-day operational management of health and safety is delegated to line managers. Everyone who learns, visits or works in the College has responsibility for their own and others health and safety.
- 4.5.2 The Health and Safety Team has a pivotal role to play in the development and implementation of the Health and Safety Strategy and for ensuring rigorous monitoring of its implementation are carried out and that corrective actions are taken to address any shortfall in performance. The day to day management of health and safety is the responsibility of line managers, and the Health and Safety Team will work to enable and empower managers and others to actively manage health and safety to a high standard.
- 4.5.3 The Health and Safety Team will therefore work closely with all Schools, Support Services, Trade Unions, Students Union and other stakeholders to promote ownership of health and safety across the organisation and to ensure compliance with health and safety legislation and best practice.
- 4.5.4 The Health and Safety Policy for the College will use a four point agenda – Plan, Do, Check, Act, to achieve a balance between systems and behavioural aspect of safety. It describes in more detail what the College will do, and when and how different activities of the organisation contribute to the achievement of the Health and Safety Strategy's key themes.

**Plan:** Essential for the implementation of health and safety policies. Adequate control of risk will be achieved through co-ordinated action by all members of an organisation. The College will:

- Control risks
- React to changing demands
- Sustain positive attitudes and behaviours.

**Do:** The delivery, organisation and implementation of the plans. Risks will be assessed and profiled by the Health and Safety Team allowing priorities to be set.

This stage is when decisions will be made regarding the correct protective and preventative measures to control risks. The correct tools and equipment will be selected and training, instruction and supervision will be provided.

**Check:** The measuring of performance. This will include audits and inspections, and the investigation of accidents and incidents.

**Act:** Reviewing performance will allow the College to establish whether the key objectives have been achieved. This stage is when the implementation of actions from audits, inspections and findings from investigations will be reviewed by the Health and Safety Team to ensure that improvements have been made and lessons learnt.

- 4.5.5 Plans, policies, procedures and risk assessments will be reviewed and updated in accordance with times set and in response to changes to legislation or emerging good practice approaches.

## 5.0 Responsibilities

5.1 The Vice Principal Human Resources will be responsible for the implementation of this Strategy.

Status:	Draft
Approver:	HR Committee
SMT Sponsor:	Vice Principal Human Resources
Date of version:	October 2016
Responsibility for Implementation/Review:	Head of Health, Safety and Security
Review date:	November 2018
EIA Date:	October 2016





## **Union Steward Information Request to Board of Management**

### **1. Introduction**

- 1.1 The purpose of this paper is to inform the Committee of the above request and of the suggested response by Colleges Scotland.

### **2. Background**

- 2.1 Attached at Appendices 1 and 2 are copies of emails dated 04 October and 06 October from Colleges Scotland.
- 2.2 Appendix 1 is an email which informed Employers' Association representatives of a request for information (which was not a Freedom of Information request, however should be treated as one) from a Unison steward to their local College Board of Management.
- 2.3 Colleges Scotland anticipated that this request would also be received by other Boards of Management and wanted to prepare a common sector response.
- 2.4 To date no such request has been received by North East Scotland College.

### **3. The Questions and Response**

- 3.1 The following questions are posed:
- What is the Board's position on the Scottish Employers' position of continuing to offer Support Staff differing pay rise amounts in the 2016 pay round for the first ever time (£230 or £400 as opposed to £450 to teaching staff?)
  - What is the Board's mandate to its representative on the Association in terms of resolving the current dispute?
  - What steps has the college taken to achieve Living Wage accreditation, having agreed through the NJNC to so do by the end of 2016.
- 3.2 At Appendix 2 is the suggested response to be made if a request for information is received, based on advice from Colleges Scotland's solicitors. The advice is that Boards send a generic response to the Unison email, setting out that the Board's position on each of the three questions is as communicated at the NJNC meetings by the Management Side representative, who have been given a mandate by the Employers' Association.

### **4. Living Wage**

- 4.1 The request asks what steps the College is taking to achieve the agreement made by the NJNC that Living Wage Accreditation will be in place by the end of 2016. This issue is covered in agenda item 8.1.

### **5. Recommendation**

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

**Rob Wallen**  
Principal

**Elaine Hart**  
Vice Principal Human Resources



## Appendix 1 – Agenda Item 6.5

**From:** [John Gribben](#)  
**Subject:** UNISON Steward Information Request to Boards of Management  
**Date:** 04 October 2016 18:00:07  
**Attachments:** [SFC Interim Letter of Guidance - September 2016.docx](#)

---



Dear Chairs and Principals (*copied to Board Secretaries and PAs*)

For your information, please see an email below which was issued to the Employers' Association representatives and observers this afternoon.

Regards

John



-  
Dear Employers' Association Representatives and Observers (*copied to Depute Representatives and Depute Observers*)

Colleges Scotland has been made aware of a request for information, (which is not a Freedom of Information (FOI) request however, should be treated as one) from a UNISON steward to their local College Board of Management. Please find an extract of the letter issued to the college below:

Dear

The recent Ministerial letter ( [22 September 2016](#) ) para 22 provides:

"Ministers have been clear that public bodies should lead the way on Fair Work, ensuring access to good jobs providing security and opportunity to employees, treating them with respect and providing **fair reward**"

The **Staff Governance Standard** for the sector requires that staff should be involved in decisions that affect them, be well informed, and be treated fairly and consistently.

With these matters in mind, I would ask that you put to the Board my questions as a member of Support Staff and convey to me any responses given:

(1) What is the Board's position on the Scottish Employers' position of continuing to offer Support

Staff differing pay rise amounts in the 2016 pay round for the first ever time ( £230 or £400 as opposed to £450 to teaching staff?

- (2) What is the Board's mandate to its representative on the Association in terms of resolving the current dispute?
- (3) What steps has the college taken to achieve Living Wage accreditation, having agreed through the NJNC to do so by the end of 2016.

Many thanks and I look forward to your response.

Please find attached Interim Letter of Guidance 2017-18 to Scottish Funding Council (SFC). The paragraph referred to above is noted below in full:

*22. Ministers have been clear that public bodies should lead the way on Fair Work, ensuring access to good jobs providing security and opportunity to employees, treating them with respect and providing fair reward. There are currently 4 FE and 4 HE institutions, accredited as Living Wage Employers. I would ask that you build on this by encouraging more FE and HE institutions to become Accredited Employers and to promote the benefits of Fair Work, both through their HR functions and more widely to staff and students.*

We anticipate this request will also be received by other College Boards of Management. With this in mind, Colleges Scotland is currently seeking legal advice to enable us to give a common sector response.

Regards

John



Colleges Scotland, Argyll Court, Castle Business Park, Stirling FK9 4TY  
Tel: 01786 892100, Fax: 01786 892001, E-mail: [policy@collegesscotland.ac.uk](mailto:policy@collegesscotland.ac.uk)  
[www.collegesscotland.ac.uk](http://www.collegesscotland.ac.uk)



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## Appendix 2 – Agenda Item 6.5

**From:** [John Gribben](#)  
**Subject:** UNISON Steward Information Request to Boards of Management  
**Date:** 06 October 2016 14:01:11

---



Dear Chairs and Principals (*copied to Board Secretaries and PAs*)

For your information, please see an email below which was issued to the Employers' Association representatives and observers this afternoon.

Regards

John



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

Further to the email below, issued on Tuesday 4 October 2016, regarding a common sector response to the UNISON steward information request to Boards of Management. Colleges Scotland Employers' Association has asked our solicitors Thorntons, to provide an advice note on this which you will find below:

As colleges will know, the purpose of the NJNC is to enable each college to have its views collectively represented and engage in the negotiation process with the relevant trade unions. Staff are involved in decisions affecting them as the NJNC consists of the relevant trade union representatives who have a mandate to negotiate on behalf of their members and appropriate information should be fed back, via their trade union representatives, to the staff.

On this basis, boards could send a generic response to the UNISON email, setting out that the board's position on each of the three questions is as communicated at the NJNC meetings by the Management Side representative, who have been given a mandate by the Employers' Association.

For Thorntons Law LLP  
6 October 2016

Overall, it is up to each college what level of information it provides in response to this email however,

it is suggested that any college which has concerns about its response or the actions of its representative, takes its own legal advice.

In order to assist Colleges Scotland Employers' Association to keep abreast of the responses, it is requested that any response is copied to [geraldine.walsh@collegesscotland.ac.uk](mailto:geraldine.walsh@collegesscotland.ac.uk).

If you have any queries, please get in touch; an early awareness of potential issues is welcome.

Regards

John



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

Colleges Scotland has been made aware of a request for information, (which is not a Freedom of Information (FOI) request however, should be treated as one) from a UNISON steward to their local College Board of Management. Please find an extract of the letter issued to the college below:

Dear

The recent Ministerial letter ( 22 September 2016) para 22 provides:

"Ministers have been clear that public bodies should lead the way on Fair Work, ensuring access to good jobs providing security and opportunity to employees, treating them with respect and providing **fair reward**"

The **Staff Governance Standard** for the sector requires that staff should be involved in decisions that affect them, be well informed, and be treated fairly and consistently.

With these matters in mind, I would ask that you put to the Board my questions as a member of Support Staff and convey to me any responses given:

- (1) What is the Board's position on the Scottish Employers' position of continuing to offer Support Staff differing pay rise amounts in the 2016 pay round for the first ever time ( £230 or £400 as opposed to £450 to teaching staff?
- (2) What is the Board's mandate to its representative on the Association in terms of resolving the current dispute?
- (3) What steps has the college taken to achieve Living Wage accreditation, having agreed through the NJNC to so do by the end of 2016.

Many thanks and I look forward to your response.

Please find attached Interim Letter of Guidance 2017-18 to Scottish Funding Council (SFC). The paragraph referred to above is noted below in full:

*22. Ministers have been clear that public bodies should lead the way on Fair Work, ensuring access to good jobs providing security and opportunity to employees, treating them with respect and providing fair reward. There are currently 4 FE and 4 HE institutions, accredited as Living Wage Employers. I would ask that you build on this by encouraging more FE and HE institutions to become Accredited Employers and to promote the benefits of Fair Work, both through their HR functions and more widely to staff and students.*

We anticipate this request will also be received by other College Boards of Management. With this in mind, Colleges Scotland is currently seeking legal advice to enable us to give a common sector response.

Regards

John



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