



**Board of Management
HUMAN RESOURCES COMMITTEE**

Meeting of 18 November 2014



NOTICE OF MEETING

There will be a meeting of the Human Resources Committee on Tuesday 18 November 2014, 1030-1130 hours in Room G10 at Aberdeen City Campus.

MEMBERS OF THE BOARD OF MANAGEMENT

Mr. B Dunn
Mr. I Gossip
Ms. K Gravells
Ms. C Inglis (Chair)
Mr. K Milroy
Ms. A Simpson
Mr. A Smith
Mr. S Smith
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

18 NOVEMBER 2014

AGENDA

1. Apologies for Absence

2. Minute of Previous Meeting

- 2.1 Minute of 16 September 2014 (paper enclosed)

3. Matters Arising from Previous Meeting

- 3.1 To be raised at meeting

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

5. Matters for Discussion

- 5.1 HR Priorities and Strategy (paper enclosed)
- 5.2 HR Policies (paper enclosed)

6. Matters for Information

- 6.1 Investors in People Reaccreditation (paper enclosed)
- 6.2 Equality and Diversity Update (paper enclosed)
- 6.3 Staff Development and CPD Report (paper enclosed)
- 6.4 Health and Safety Strategy (paper enclosed)
- 6.5 OHSAS 18001 Audit (paper enclosed)

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

8. Reserved Items of Business for Discussion

- 8.1 Update on Harmonisation
- 8.2 Update on Voluntary Severance Scheme

9. Summation of Reserved Items of Business

Draft Minute of Meeting of 16 September 2014

The meeting commenced at 1030 hours.

PRESENT – B Dunn, I Gossip, K Gravells, C Inglis (Chair), M Melvin, S Smith, R Wallen

IN ATTENDANCE – E Hart, P May, P Kesson

1. Apologies for Absence

Apologies were received from K Milroy, A Simpson, and A Smith. Mr Wallen informed Members that Mr Cowie was not present to talk to agenda item 6.1 as he was attending Education Scotland Associate Assessor training.

2. Minute of previous Meeting

The Minute of Meeting held on 15 July 2014 was approved.

3. Matters arising from previous Meeting

There were no matters arising.

4. Report by the Principal

The Committee noted a report providing information on structural reorganisations; organisational and staff development; the College's catering contract; and equality and diversity.

Mr Wallen provided additional information on the restructuring of the HR function, and on the recent SMT AwayDay at which the vision and values for the College were discussed.

In response to a query from Mr Gossip regarding the catering facilities at Fraserburgh Campus, Mr Wallen said that he had not received any negative feedback. Ms Gravells noted feedback she had received from students and agreed to forward further details to Ms Hart.

Ms Inglis commended the restructuring work which had been undertaken within a short timescale of less than a year after merger and said that this significant achievement should be highlighted to the Board of Management. She added that it was important that the new structure continues to be monitored to ensure that it is fit for purpose. Mr Wallen commented that the new structure appears to be proportionate and reasonable at this time.

Mr Dunn commented that he felt that the new structure was working well, and added that, from an academic point of view, the restructure had not significantly impacted on teaching staff at Aberdeen Campuses. He noted that more of an impact had however been experienced by cross-College managers, and teaching staff based at the Fraserburgh Campus.

Mr Wallen commented that managers were working successfully across College campuses.

5. Matters for Discussion

5.1 HR Priorities and Strategy

The Committee considered a report providing an update on the progress of key HR priorities.

Ms Hart informed Members that the draft HR Strategy had been discussed at the recent SMT AwayDay and advised that it would be presented to the November meeting of the Committee for consideration.

Mr Wallen said that he was awaiting feedback from the two Local Joint Negotiating Committees with regard to contracts, policies and grading structures and it was hoped that further meetings with staff representatives would be held in the next few weeks.

The Committee noted the report.

5.2 HR Policies

The Committee considered a report providing an update on the development of HR policies for the College.

It was drawn to Members' attention that the time frames in the appendix to the paper should read 2014 and not 2015.

The Committee noted the report.

5.3 Investors in People Reaccreditation

The Committee considered a report providing information on the current status of Investors in People (IiP) reaccreditation.

Information was provided on the next steps to be taken in the process, and the initial areas for development. Ms Hart advised that it was not yet known how long the College could defer the date for assessment.

Members agreed that they would support the reaccreditation process as required.

Members also highlighted the importance of having a clear internal communication strategy for the College.

The Committee noted the paper.

6. Matters for Information

6.1 Approaches to Lesson Observation

The Committee noted a paper providing information on quality assurance and improvement arrangements as they relate to the process of lesson observation.

Information was provided on the background to the process, the approaches adopted by the former Aberdeen College and former Banff & Buchan College, considerations for a single lesson observation approach, and the next steps.

Mr Wallen provided additional information on the College's participation in a pilot scheme with Education Scotland to develop a new process for college reviews and said Mr Cowie would provide the Committee with updates at future meetings as appropriate.

6.2 Performance Management

The Committee noted a paper providing information on the current status of the performance management process in the College.

6.3 Staff Development and CPD Activity

The Committee noted a report providing information on key performance indicators and dialogue relating to staff development and continuing professional development.

Information was provided on TQFE for lecturers, assessment and verification qualifications, induction, training activity, and plans for the future.

6.4 HR Performance Indicators

The Committee noted a report providing information on key performance indicators relating to the Human Resources function.

Information was provided on headcount/full-time equivalent, sickness absence, recruitment and selection, and employment relations.

Ms Inglis asked about the impact of the reduction in FTE staffing. Mr Dunn commented that the same amount of activity as delivered in AY2013-14 was now being delivered and supported by fewer staff but he added that he was not aware of any negative impacts on the student experience. Ms Gravells said she too was unaware of any negative impact on students, and agreed to consult students on their views to provide more detailed feedback to the next meeting of the Committee.

Mr Dunn and Mr Smith commented on the positive feedback received from members of Fraserburgh Campus staff on being part of a bigger organisation bringing greater benefits to learners across the region.

In response to a query from Professor Melvin, Ms Hart said that she was not aware of any increase in stress or stress-related illness due to increased workloads following the merger.

6.5 Health and Safety Performance Indicators

The Committee noted a report providing information on key performance indicators relating to the Health and Safety function, and an update on health and safety activities and strategy in the College.

Mr Wallen said some health and safety matters remain to be addressed at the Fraserburgh Campus in relation to a disproportionate number of incidents being reported in comparison to Aberdeen campuses.

Professor Melvin stressed the need to ensure that staff are not put under pressure to travel between Aberdeen and Fraserburgh Campuses in unfavourable road conditions.

Ms Hart said she would provide the Committee with information on the occupational road risk programme at its next meeting.

Ms Hart advised that a review of the College's pool car arrangements was being undertaken.

It was agreed that staff should be asked to confirm that, if they are using their own car to travel between College sites, they have appropriate insurance cover in place.

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 18 November 2014 at 1030 hours.

Mr Dunn, Ms Gravells, and Mr Smith left the meeting at this time.

8. Reserved Items of Business

8.1 Progress Towards Implementing New Structures/Harmonisation

8.2 Extension of Voluntary Severance Scheme

8.3 Update on Voluntary Severance Scheme

8.4 Pay Award 2014-15

The meeting concluded at 1210 hours.

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. Structural Re-organisations

- 2.1 The Human Resources (HR) Team restructure is now complete. Three members of the HR Team have left under Voluntary Severance and the new Team structure is nearly in place. The last remaining post to be filled is that of Head of HR and recruitment is underway.
- 2.2 The Health and Safety restructure commenced on 01 November 2014 with a view to completion by the beginning of December 2014.

3. Organisational Development

- 3.1 Following the Board Planning Event, the Vision and Values have now been finalised.
- 3.2 These will form the basis of the College's culture change programme "One College". Workshops will be held with SMT and managers to develop behaviours to deliver the Values. The Values will form the basis for a new NESCC Management Development programme.
- 3.3 The Values will also be used going forward in all communications, policies and procedures. For example, the Values of Respect and Diversity will be the banner under which our Equality and Diversity Strategy will be delivered.
- 3.4 The Board will be updated as the "One College" programme progresses.

4. Catering Contract

- 4.1 The Catering Contract is now been monitored more closely on an operational day to day basis by the Head of Health and Safety. A recent external audit highlighted some areas for improvement and we are working with the Contract Manager to implement an improvement plan.

5. Recommendation

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

Rob Wallen
Principal

HR Priorities and Strategy

1. Introduction

- 1.1 The purpose of this paper is to update the Committee on progress regarding the key HR priorities and to provide the Committee with an opportunity to consider the College's HR Strategy.

2. The HR Priorities

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

3. The HR Strategy

- 3.1 A draft HR Strategy was discussed at a Senior Management Team AwayDay on 15 September 2014.
- 3.2 Attached as Appendix 2 to this paper is the finalised HR Strategy. This Strategy is structured into seven key themes which will be implemented by the development of an HR Plan.

3. Recommendation

- 3.1 It is recommended that the Committee considers:
 - 3.1.1 the priorities contained in this paper; and
 - 3.1.2 the draft HR Strategy.

Rob Wallen
Principal

Elaine Hart
Vice Principal Human Resources

HR PRIORITIES

Priority	RAG	Commentary	Timeframe
Develop and implement HR Strategy and Plan			Complete
Review HR Structure			Complete
Review the College Vision and Values			Complete
Develop and implement suite of integrated HR Policies and Procedures		See separate paper	
Ensure full and effective utilisation of existing HR system with a view to tendering for a replacement system		Project on-going and consultancy underway to ensure full automation and utilisation of system	April 2015
Develop and implement Recruitment Strategy		Review of recruitment processes underway	December 2014
Specify new Occupational Health Contract		OH Contract extended to Fraserburgh Campus wef 1 November 2014	July 2015
Support the implementation of support team structures to support the curriculum		H&S review will be complete by 1 December. On-going work confirming grades and issuing updated contracts	December 2014
Implement new support staff pay grades in line with Job Evaluation		implemented 1 November 2014	Complete
Harmonisation of Lecturers terms and conditions of employment		In consultation with Lecturers LJJN.	On-going
Performance management and succession planning		Review of PM processes is underway. An interim performance management system has been implemented for this academic year. This will be reviewed for the Academic Year 2015/16	September 2015
Achieve liP Gold Status for NESC		See separate paper	December 2015



HUMAN RESOURCES STRATEGY

1. Introduction

The merger of Aberdeen and Banff and Buchan Colleges took place in November 2013. We recognise that the skills and commitment of our staff have been at the heart of our success and that there has been significant change created by the merger which has been challenging for staff. We are therefore committed to creating a whole college ethos where every role is valued and all of our people are recognised for their contribution.

2. Aim

We aim to create a workplace where people choose to work, are proud to work, and are recognised for the outstanding service they deliver. We will therefore maximise the potential of our people through:

- Effective leadership
- Clear and effective staff management processes, including professional and personal development
- Creating a workplace where our people thrive through active engagement, involvement and consultation
- Developing a culture and ethos that is outward looking and entrepreneurial, creating a successful and vibrant learning community
- Encouraging innovation and continuous enhancement in all aspects of what we do.

This document sets out the Human Resources Strategy for North East Scotland College which will enable us to deliver our vision for the College and embed our Core Values.

The Vision for North East Scotland College is:

A College that transforms lives and supports regional development.

Values

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 is 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

This strategy is for the period 2014-2017 and will enable the College, through its high quality people practices, to deliver the Regional Strategic Aims set out below and thereby maximise student success and achievement.

Strategic Aim 1:	To achieve personal and business growth through learning
Strategic Aim 2:	To have accessible programmes of study that lead to positive outcomes for students
Strategic Aim 3:	To achieve maximum impact from the available resource

3. Implementation

Building on the College's existing HR policies and procedures, the purpose of the Strategy is to provide a framework for recruiting, developing and retaining staff in an effective, fair and supportive environment. To this end, the Strategy is structured around the following key themes:

- 1) Recruitment
- 2) Organisational Development
- 3) Effective Leadership
- 4) Employee Well-being, Engagement and Reward
- 5) HR Systems and Processes
- 6) Equality and Diversity
- 7) Employee Relations

This strategy will be delivered via an annual HR Implementation Plan

Recruitment

The College faces on-going challenges to recruit and retain staff in the difficult recruitment market in Aberdeen and specifically in skills shortage areas.

We will therefore:

- Review the Recruitment and Selection Policy and Procedures to standardise processes and effect improvements.
- Ensure that Workforce Planning is carried out effectively to meet business needs with the effective utilisation of all as appropriate.
- Develop and implement 'E' Recruitment
- Review, modernise and develop lecturer recruitment practices
- Review and improve the advertising strategy to ensure value for money and attract into hard to fill roles.

Organisational Development

Organisational Development is a systematic approach to improving organisational effectiveness – one that aligns strategy, people and processes.

We will therefore:

- Develop and Implement an annual College wide Training and Development Plan to ensure that all staff have the skills, knowledge and competencies required for their roles linked to the strategic aims of the College.
- Ensure that CPD is aligned to Professional Standards for Lecturers and advances in digital practice in learning and teaching
- Retain IIP accreditation moving towards Gold Standard for the whole College.
- Review, develop and implement a new Performance Management system that is goals driven and linked to competency frameworks and quality systems.
- Develop succession planning linked to performance management
- Ensure that resources are put in place so that staff hold, or are working towards the qualifications required for their posts.
- Review and develop Induction processes to ensure that new and promoted staff settle into their roles as quickly and efficiently as practicable.
- Conduct skills audits to ensure that staff are utilised appropriately throughout the College
- Through training and development improve the personal resilience of staff and managers so that they are better prepared to manage and deliver change.

Effective Leadership

We need positive leadership behaviours demonstrated at all levels to ensure the engagement and effectiveness of staff.

We will therefore:

- Develop a Management/Leadership Competency/Capability Framework
- Build the capability of leaders and managers, to lead and manage change
- Establish Leadership training/development programmes including mentoring and coaching programmes and structured to grade and career stage, linked in to succession planning.

Employee Wellbeing, Engagement and Reward

The College continues to demonstrate its commitment to employee wellbeing and engagement.

We will therefore:

- Continue to promote Healthy Living for Staff
- Engage with managers to reduce sickness absence levels and as a minimum to maintain these at or below national average
- Conduct Staff surveys/focus groups to effect improvements and embed change
- Continue to work closely with Staff representatives
- Review and benchmark the College's remuneration and benefits package to ensure it remains attractive to new and existing staff.
- Establish systems for Staff Recognition.

HR Systems and Processes

In order to deliver a high quality, efficient and responsive HR service that meets the needs of all key stakeholders we must ensure that our HR systems and processes are efficient and effective.

We will therefore.

- Continually review and improve our HR business processes and functionality
Develop and improve on-line access to HR services for staff, managers and applicants.

Employee Relations

The College seeks to maintain its positive employee relations and is committed to maintaining good relationships with staff and their representatives.

We will therefore:

- Successfully establish sustainable and consistent terms and conditions of service
- Develop and implement suite of HR policies and procedures to ensure fairness and consistency across the College ensuring that they meet best practice and provide a supportive and inclusive environment for staff and applicants.
- Implement new Recognition and Procedures Agreements
- Continue to support the implementation and embedding of new staffing structures
- Take account of the new national agenda on collective bargaining

Equality and Diversity

The College aims to ensure an inclusive environment free from prejudice, discrimination and harassment by supporting the diverse and cultural needs of staff and students. Equality and Diversity therefore remains an integral part of the College's practices and is embedded in all that we do.

The Equality Strategy is the College's overarching strategic framework and is supported by an implementation plan.

To support this, we will therefore:

- Monitor staff and applicant equality information to inform our strategies and policies and feed into strategic workforce action planning.
- Continue to train staff to ensure they are aware of their equality and diversity obligations through a range of activities.
- Conduct Equal Pay Audits.

Status:

Draft for approval by HR Committee

Date of Version:

November 2014

Responsibility for Implementation:

Vice Principal Human Resources

Date for Review:

November 2015

HR Policies

1. Introduction

- 1.1 The purpose of this paper is to provide the Committee with an update on the development of HR policies for North East Scotland College.

2. Update

- 2.1 The following policies were given to the Local Joint Negotiating Committees (LJNCs) for Support and Lecturing Staff for consultation:

- Flexible Working;
- Time Off in Lieu (TOIL);
- Leave in Special Circumstances;
- Discipline;
- Grievance;
- Capability.

- 2.2 At the time of writing this paper, feedback had been received and management are working through this with a view to providing comments on the feedback to the LJNCs, gaining Board approval as appropriate and issuing final policies.

- 2.3 Work is on-going in accordance with the policy schedule.

3 Recommendation

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

Rob Wallen
Principal

Elaine Hart
Vice Principal Human Resources

Agenda Item 5.2
Appendix 1

Policy	Status	Contractual Y/N	Comment	RAG	Time Frame
Disciplinary	In Draft	Y	Under consultation		Dependent upon current negotiations re harmonisation of contracts of employment
Grievance	In Draft	Y	Under consultation		
Capability	In Draft	Y	Under consultation		
Sickness	Under Review	Y	In final stage of review		
Flexible Working	In Draft	N	Under consultation		
Leave for Special Circumstances	In Draft	Part			
Time Off in Lieu	In Draft	N			
Job Evaluation	In Draft	N			
Anti-Harassment and Bullying	In Draft	N	Under Development		January 2015
Equality and Diversity		N	Under Development to go to EDSG		January 2015
Recruitment and Selection		N	A review of policies and procedures relating to Recruitment and Selection is underway		December 2015
Employee References		N			
Secondment Policy	New Policy in Draft	N			
Acting Positions		N			
Maternity	Under Review	Y	To be reviewed due to imminent changes in legislation		December 2015
Shared Parental Leave	New Policy	N			
Paternity	Under Review	Y			
Adoptive Leave	Under Review	Y			
Career Break		N			
Organisational Change Policy and Procedure	New Policy	N	to bring together existing procedures		February 2015
Probationary		N			December 2014
Staff Development		N			December 2014
Drug and Alcohol					February 2015
Whistleblowing					February 2015
Anti- Corruption and Bribery		N			February 2015

**NB it will not be necessary for all policies to be ratified by the HR Committee; only appropriate policies will be submitted.*

Investors in People Reaccreditation

1. Introduction

- 1.1 The purpose of this paper is to inform the HR Committee of the current status of Investors in People (IiP) reaccreditation.

2. Background

- 2.1 Prior to merger Banff and Buchan College had achieved the IiP Bronze Standard whereas Aberdeen College had achieved the IiP Gold Standard.
- 2.2 As reported at the HR Committee on 15 July 2014, the Fraserburgh Campus has retained its Bronze status. It is the intention to achieve Gold Standard for the whole of North East Scotland College.
- 2.3 Aberdeen College was scheduled for its three year re-assessment in October 2014.

3. The Next Steps

- 3.1 Given the concerns regarding the timing of the reassessment following merger, IiP UK have agreed to allow a Strategic Assessment.
- 3.2 This will consist of a three day review where a small sample of senior managers, managers and staff will be interviewed.
- 3.3 The focus of the Assessment will be embedding culture change which will link in well with the work we are currently undertaking on Vision, Values and Communication.
- 3.5 The Assessment will be undertaken only at Aberdeen City and Altens Campuses. It will take place w/c 01 December 2014.
- 3.6 The outcome will be a detailed action plan and the full reaccreditation will be put on hold for 12 months until October 2015.
- 3.4 This will enable the College to retain its current accreditations of Gold and Bronze during this period.

4. Recommendation

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

Rob Wallen
Principal

Elaine Hart
Vice Principal Human Resources

Equality and Diversity

1. Introduction

- 1.1 The purpose of this paper is to inform the HR Committee of the current developments in relation to equality and diversity.

2. Background

- 2.1 At the HR Committee meeting on 15 May 2014 a report was presented giving an update and providing information on the issues regarding equality and diversity in the College.
- 2.2 In order to meet our Equality Duties it is necessary to produce Equality Outcomes and Mainstreaming reports by April 2015.
- 2.3 Therefore an Equality and Diversity Strategy Group has been established.

3. Equality and Diversity Strategy Group

- 3.1 The Group met on 07 October 2014. Its terms of reference were agreed as follows:
- To promote and embed Equality & Diversity and Inclusion practice across the College;
 - To develop an Equalities and Diversity Strategy for the College and make recommendations to the Senior Management Team and the Board;
 - To review and monitor the Equality Outcomes ensuring that actions are allocated and taken forward;
 - To ensure that the College meets its statutory requirements and publishes reports to meet these requirements;
 - To monitor Impact Assessment of policies and processes in the College and ensure decisions and actions arising are taken forward;
 - To produce an annual Equalities and Diversity report for the Senior Management Team and the Board reporting on the above.
- 3.2 The Group has developed an action plan to review Equality Outcomes, Mainstreaming Reports and Policies.
- 3.3 It was agreed that there needed to be a fundamental review of Equality Impact Assessments and how these are being conducted, recorded and actioned in the College.
- 3.4 An Equalities Training Plan will be put in place for staff, the Board and key members of the Students' Association.
- 3.5 It has been agreed that an Equalities Committee will also be set up to ensure all key stakeholders can feed in to the Equality Agenda. The make-up of this Committee is under review.
- 3.6 It was also agreed that the Equalities presence on the website needed to be reviewed and that the development of a new website provides an opportunity to do this.

4. Recommendation

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

Rob Wallen
Principal

Elaine Hart
Vice Principal Human Resources

Staff Development and CPD Report

1. Introduction

- 1.1 The purpose of this report is to provide the Committee with information on key performance indicators and dialogue relating to staff development and continuing professional development (CPD).

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

- 2.1 Figures are relatively unchanged so an update will be provided at a later date.

3. Assessment and Verification Qualifications

- 3.1 Since the last report, work has been undertaken to update records and enrol staff on assessor and verifier awards. The picture at the end of October 2014 is as follows:
- 185 lecturers (57%) hold both assessor and verifier qualifications;
 - 40 lecturers (12%) hold an assessor award, and of these 8 are currently working towards a verifier award;
 - 7 lecturers (2%) either hold only a verifier award or are working towards a verifier award;
 - 23 staff (7%) are currently undertaking an assessor award;
 - 70 staff (22%) hold neither assessor nor verifier qualifications.

4. Training Activity

- 4.1 Induction has continued for new College staff.
- 4.2 A series of sharing best practice sessions have been set up. So far sessions have been run on "Effective Learner Engagement" and "Working with School Pupils". Further sessions on "Enterprise and Entrepreneurship"; "Higher Order Skills (Research)" and "Optimising Student Success" are planned to take place between now and the Christmas holiday.
- 4.3 Eleven new lecturers have commenced the "Teaching in Colleges" award which is certified by College Development Network.
- 4.4 Briefings have begun on the new Performance Review Scheme. Initial sessions were run for managers with further sessions taking place in November 2014 which are open to all College staff. New managers are also being offered more intensive workshops to assist them in writing objectives and managing performance discussions.
- 4.5 An online package of Compliance Training has been bought in which will help facilitate training for all new College and Protocol staff.
- 4.6 A group of staff who regularly have to present training sessions to staff across the merged College are due to commence training on the Blackboard Collaborate system in the near future. Offering training via collaborate will allow staff on all campuses to take part from their own desks reducing the need for travel between campuses.

5.0 Plans for the Future

- 5.1 The Investors in People (IiP) audit for the Aberdeen Campuses will take place at the beginning of December 2014. This audit is to ensure that the Aberdeen Campuses are still compliant with the IiP Gold Standard which was achieved in 2011. A full IiP audit of all campuses will take place in Autumn 2015.
- 5.2 Work is currently underway to develop a programme of training to support managers in implementing change and is expected to be launched early in the New Year.

6. Recommendation

6.1 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 provide the Committee with an opportunity to consider the College's Health and Safety Strategy.

2. Background

- 2.1 Prior to merger the Health and Safety Strategy at Aberdeen College was part of the HR Strategy. There was no Health and Safety Strategy at Banff and Buchan College.
- 2.2 As part of the review of strategies it is felt that Health and Safety Strategy should stand separately. In addition it is the expectation of BS18001 that the College has a Health and Safety Strategy.

3. The Health and Safety Strategy

- 3.1 A draft Health and Safety Strategy has been prepared by the Head of Health and Safety and considered by the Senior Management Team.
- 3.2 The attached is the finalised draft Strategy. This Strategy is based on the Health and Safety Executive's own Strategy and will be implemented through our Health and Safety Policies and Procedures.

4. Recommendation

- 4.1 It is recommended that the Committee consider the College's Health and Safety Strategy.

Rob Wallen
Principal

Elaine Hart
Vice Principal Human Resources



HEALTH AND SAFETY STRATEGY

1. Introduction

North East Scotland College is dedicated to protecting the health, safety and welfare of all its staff, students, contractors, partners and visitors.

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.

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 of its staff and students.

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.

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.

This strategy is for the period 2014-2017.

2. Background and Context

Internal Context

The College's Vision and Values are:

Vision

A College that transforms lives and supports regional development.

Values

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 is 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.

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.

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.

Good health and safety management is an integral and formative part of all projects, from the planning stage to successful completion and review.

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.

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.

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.

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.

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.

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. Aim

We want to establish and embed a robust health and safety culture across all parts of North East Scotland College.

The aim is to ensure that the BS OHSAS 18001 standard is achieved for the whole of the merged College.

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.

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

4. Implementation

Strategic Health and Safety Themes

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.

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.

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.

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.

Leadership and Management

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.

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.

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.

Competence

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.

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.

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.

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.

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.

Staff Involvement and Communication

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.

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.

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.

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.

Making It Happen

The main responsibility for the health and safety of staff, students and visitors rests with the College Board of Management and the Senior Management Team. The day-to-day operational management of health and safety is delegated to line managers.

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.

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.

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.

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.

Status:	Draft for approval by HR Committee
Date of Version:	November 2014
Responsibility for Implementation:	Vice Principal Human Resources
Date for Review:	November 2015

OHSAS 18001 Audit

1. Introduction

- 1.1 The purpose of this paper is to inform the HR Committee of the outcome of the OHSAS 18001, two day audit of the College's Health and Safety Management Systems.

2. Background

- 2.1 Aberdeen College, and now North East Scotland College, has held this standard for five years.
- 2.2 This standard is internationally accepted as a method of assessing and auditing occupational health and safety management systems. Developed by leading trade and international standards bodies, it provides a framework for organisations to instigate proper and effective management of health and safety in the workplace.
- 2.3 The College was the first further educational organisation to achieve the OHSAS 18001 Standard in Scotland.
- 2.4 Key areas that are assessed by OHSAS certification:
- Management systems in place;
 - Planning and risk assessment;
 - Staff training and awareness;
 - Communication of safety management systems;
 - Response to emergency situations;
 - Monitoring and continual improvement.

3. Audit Outcome

- 3.1 The objectives of the assessment were achieved.
- 3.2 Based on objective evidence assessed during the course of the visit all areas were found to be fully effective.
- 3.3 No nonconformities were identified during the assessment.

4. Recommendation

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

Rob Wallen
Principal

Elaine Hart
Vice Principal Human Resources