GLASGOW KELVIN COLLEGE

HUMAN RESOURCES COMMITTEE

MINUTES

Minute of the meeting held on Wednesday, 26 February 2020 at 5.00pm in Room WG1, Springburn Campus.

1. Sederunt

Clark Whyte (Chair);
Ian Patrick;
Rob Doyle;
Elaine Clafferty;
Iain McCaskey;
Mohammed Razaq and
Derek Smeall (Principal);

In attendance:

Audrey Miller (Vice Principal - Human Resources and Organisational Development);
Doreen Shiels (Director of Human Resources);
Margaret Robertson, for recording purposes.

2. Apologies

Apologies were received from:

Anne McTaggart;

3. Terms of Reference

It was confirmed that the meeting was quorate with six members in attendance.

4. Declarations of Interest

There we no declarations of interest.

5. Minutes of Previous Meeting held on 04 December 2019

Members accepted the minute as an accurate record of the business conducted on 04 December 2019.

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6. Matters Arising from Minutes of Previous Meeting held on 04 December 2019

There were no matters arising that were not covered when discharging the items of the agenda.

7. Employment Relations Report

The Vice Principal, Human Resources and Organisational Development apprised members that this report seeks to provide members with information on both National Collective Bargaining as well as internal matters between the College and its recognised trade unions.

The Vice Principal, Human Resources and Organisational Development reported to members that EIS(Fela) had raised a concern with the Joint Secretaries, Employers Association in relation to the College's application of Transfer to Permanency. Both the College and EIS(Fela) outlined their position in writing to the Employers Association on their perspective positions. The matter was referred to the Central Table and was considered by members on 20 January 2020.

A Miller informed members that the Central Committee considered the positions set out by both College management and the EIS(Fela) branch. The College was advised that no agreement had been reached and the meeting would be reconvened at a later date. No agreement has been reached at this point.

A Miller updated the members that running in parallel to the National Clarification process in regard to transfer to permanence, the EIS(Fela) and the college had entered into early ACAS conciliation involving five members of teaching staff. The outcome resulted in ACAS proposing that further clarification be sought from the Joint Secretaries responsible for National Bargaining.

The Vice Principal, Human Resources and Organisational Development informed members regarding the matter of National Facility Time which had been referred back to the Central Committee for review and was considered at the Central Committee meeting held on 20 January 2020. The proposal is National facility time of ten days per year which will be funded from August 2020 centrally.

The Vice Principal, Human Resources and Organisational Development reported that the National Job Evaluation process is currently ongoing and Glasgow Kelvin College is one of ten Colleges which have been selected and are currently going through the National process. The College has received to date a small number of queries from the role analysts in relation to the completed questionnaires for further information. The next meeting of the National Job Evaluation Work Group will be on 28 February 2020 at which the Director of Human Resources will attend, to review the progress of the National Job Evaluation exercise. The College continues to support the secondment of two members of staff to support the National Job Evaluation Project.

A Miller updated members that the College continues to meet formally and informally with the EIS(Fela) and Unison throughout this academic year.

A Miller reported to members that senior HR managers from Colleges participate in a Strategic HR and OD group which is facilitated by Colleges Development Network. The Chair of the Group was requested by the Employers Association to produce guidelines on facility time for Colleges to consider at a local level. The guidance for member's information was attached in appendix 1.

The Vice Principal, Human Resources and Organisational Development advised members that the College has implemented its revised Teaching Management Structure with effect from 02 December 2019. It was agreed that the College would monitor the impact of the new structure on staff at this level and a questionnaire is being drafted to issue to its Curriculum and Senior Curriculum Managers to gauge the implementation of this new structure.

The Vice Principal, Human Resources and Organisational Development informed members that the College is currently managing two disciplinary investigations within its Disciplinary Policy and that there are no grievances. The College is managing one Employment Tribunal and it is expected that the hearing will take place later in the calendar year.

A discussion followed between members on the implications of Transfer to Permanence.

The Chair thanked the Vice Principal for the content of the report.

Members of the Human Resources Committee agreed to:

(i) note the content of this report and the appendix; and
(ii) request the Vice Principal to bring forward an update to the next scheduled meeting of the Committee.

8. Voluntary Severance Scheme

The Director of Human Resources informed members that they will be aware that the College is expecting to be under severe financial pressure in the coming years and is planning to reduce its staffing numbers to be able to continue to operate sustainably. The College planning documents through the last year and the new Business Transformation Plan all outline the scale of the issue and the new anticipated reductions in staffing required.

D Shiels reminded members that the College has also recently completed a restructure of the Teaching Management Structure which generated cost savings with effect from December 2019. The College will continue to review is staffing structure to take into account natural turnover, ill health retiral and other exit strategies which will achieve a reduction in staff numbers and costs.

D Shiels informed members that the scale of reduction in staffing is too significant to enable the College to rely on natural turnover alone. This report therefore proposes that the College introduces a Voluntary Severance (VS) Scheme to enable the College to achieve the objectives outlined in its medium-term Financial Forecasts and Business Transformation Plan. The purpose of the report is to seek endorsement by the Human Resources Committee before seeking approval from the Board of Management on 02 March 2020, to offer a Voluntary Severance Scheme which will be opened at various times throughout the five year Business Transformation process.

The Director of Human Resources informed members once the scheme is approved it is envisaged that it will open at various points during the five year Business Transformation Plan. Approval will be sought from the Board of Management each time the scheme is opened and this is likely to coincide with new information in respect of funding and activity levels becoming available. In the first instance, the VS scheme is anticipated to open on 20 March 2020 until 01 April 2020, and where there is an individual business case outlining a value for money rationale, staff accepting VS will leave no later than 31 July 2020.

D Shiels informed members that there are a number of Governance arrangements associated with the operation of the VS scheme. There VS scheme will have no funding from the Scottish Funding Council (SFC), and will be funded by the College from an underspend against its staffing budget in session 2019/20, careful management of staffing is expected to release circa £250,000 in cash savings which can be used to fund the scheme. The scheme will operate over the five year Business Transformation Plan and will open and close intermittently throughout this period as required subject to availability of funding and the requirement to reduce staffing. The terms of the scheme will not be the same as those which operated previously and are not the same as the schemes being operated by other Glasgow Colleges.

The Director of Human Resources informed members that the College does not believe the Board requires new legal advice as the terms of the scheme and the need for it are similar to those which have operated previously. Staffing leaving under the VS scheme will be required to waive their statutory notice period and is therefore appropriate and necessary that the employees leaving under the terms of the scheme are required to obtain legal advice and sign a proper, binding, settlement agreement. Upon approval of each round of the intermittent scheme, management will review the applications against the business criteria and will make recommendations to a meeting of the Remuneration Committee for final approval, this will then be reported to the full Board of Management at the earliest opportunity. Appendices 1, 2 and 3 are attached to this report which provide full details of the scheme, guidance issued by SFC and guidance on severance arrangements for senior staff.

D Shiels reported to members that the College will fully fund the first round of the scheme from an identified underspend in staffing achieved in session 2019/20 to fund the scheme during April – July 2020 period. As the scheme will pay a maximum of 8/12ths of an individual's net salary it will enable a total reduction in net pay of circa £350K (allowing for National Insurance payments) which will in turn translate to a full cost saving of up to £455K. This would enable around eight FTE members of staff to leave under the terms of the scheme, this saving would be realised from 1 August

2020. The figures outlined will vary depend upon demand from members of staff and the grade/pay rates of those who are offered VS by the College.

A discussion followed between members on the implications of the Voluntary Severance Scheme, after which members agreed to endorse the VS Scheme.

The Chair thanked the Director of Human Resources for the content of the report.

Members of the Human Resources Committee agreed to:

(i) note the contents of this report and its appendices;
(ii) endorse the VS scheme and its operation throughout the currency of the Business Transformation Plan;
(iii) endorse the opening of the VS scheme in March 2020 and its availability to be used over the five year business transformation period; and
(iv) require that the Board of Management approved the Voluntary Severance Scheme on 02 March before progressing further.

9. Staff Attendance Activities

D Shiels informed members that at the last Human Resources Committee a range of activities were identified and planned for session 2019/20. These activities aim to continue to develop managers in managing absence and to support staff who experience illness. The activities currently underway are the use of electronic systems to provide accurate and accessible data for managers which covers self-certificate and return to work interview process, the online system will provide managers with access to accurate data on the levels of absence within their area of responsibility for each staff member.

D Shiels informed members that the HR team continue to schedule regular meetings with managers where absence is high to provide ongoing advice and support in relation to people management. Focus groups have been held with managers on the attendance management process and feedback from this will inform the development of micro training sessions for managers to provide ongoing advice, support and information for current and newly promoted managers. The Attendance Management Work Group continues to meet every month, which focuses on developing further the paperwork to support the process in terms of the correspondence to staff, the recording document for the formal meetings and the Individual Stress Risk Assessment form. The revised documents was shared with managers for comment in February 2020. Final adjustments to the documentation will be made and launched in March 2020.

The Director of Human Resources reminded members of the matter previously raised regarding benchmarking the College's absence percentage rate against other Colleges in the Further Education (FE) Sector. The CDN Strategic HR and OD group for the FE Sector have formed a sub-group to develop performance indicators in relation to key HR areas with a purpose of benchmarking performance in areas such as absence, turnover and equality and diversity. It is anticipated that the information will also assist Colleges to consider the management of issues such as absence,

share best practice and resources to improve performance. A further update report on the areas presented in this report will be brought to a future meeting of the Human Resources Committee.

A discussion followed in relation to absence management reporting within the sector.

The Chair thank the Director of Human Resources for the summary of the paper.

Members of the Human Resources Committee agreed to:

(i) note the content of this report; and
(ii) note that regular update reports on progress of the areas contained with the document will be presented at a future meeting of the Human Resources Committee.

10. Progress against Targets – Human Resources and Organisational Development Operational Plan 2019/20 and Health and Safety Operational Plan 2019/20

The Director of Human Resources apprised members of the progress towards achieving the targets set within the Human Resources and Organisational Development Operational Plan and the Health and Safety Operational Plan and agreed by the Senior Management Team.

D Shiels informed members of the achievement of the targets set within these two operational plans which are being progressed, however a few minor changes have been adjusted and the target dates for these have been reviewed.

The Chair thanked the Director of Human Resources for the summary of this report.

Members of the Human Resources Committee agreed to:

(i) note the content of this report;
(ii) note the progress to date in addressing the priorities established within the Operational Plans; and
(iii) note that regular update reports on progress against targets and the Human Resources and Organisational Development Operational Plan 2019/20 and the Health and Safety Operational Plan 2019/20 will be presented at scheduled meetings of the Human Resources Committee.

11. Policies and Procedures

The Director of Human Resources informed members that the purpose of the report is to apprise members of the development of new areas currently being explored for future policies and procedures and the development of guidance notes to support the operation of existing policies and procedures.

D Shiels reported that all policies and procedures are currently up to date in accordance with the agreed Policy and Procedure Review Schedule.

The Director of Human Resources reported that the College is aware through recent reports that certain categories of staff are facing a higher level of confrontation or conflict whilst carrying out their role. It is recognised that this is a health and safety issue. In consultation with the College's Health and Safety Manager, staff, managers and representatives of its recognised Trade Unions the College are developing a new 'Zero Tolerance' policy statement and procedure which focuses on how to prevent, manage and respond to work-related incidents of this nature.

Since the start of session 2019/20 a total of seven incidents have been reported of which five involved a learner and a staff member.

D Shiels informed members that focus groups are planned which will involve staff who operate in areas where incidents have been reported to assist inform the development of the policy statement and procedure. In consultation with stakeholders the College will progress the development of these documents and bring a policy statement and procedure to a future Human Resources Committee.

A discussion followed in relation to the nature of incidents and steps put into place to support staff in dealing with these situations.

The Chair thanked the Director of Human Resources for the content of this report.

Members of the Human Resources Committee agreed to:

(i) note the content of this report and;
(ii) note that any new or revised policies and procedures will be brought to a future meeting of the Human Resources Committee.

12. Organisational Development Update

The Vice Principal, Human Resources and Organisational Development spoke to the content of the report which is to apprise members of progress with organisational development initiatives which have taken place from November 2019 to February 2020.

A Miller informed members of the programme for the Staff Conference which had been held on 27 November 2019 and the feedback on the conference was excellent. The next Staff Conference will take place on 13 March 2020 and the programme was attached by link to this paper for information. The conference again will have the focus on wellbeing at the start of the day, the second part of the day will offer staff the opportunity to attend two professional learning sessions from 10.30am to 12.00pm then 12.45pm to 2.15pm. The final part of the day will be the Principal's session on the Business Transformation Plan together with the opportunity for private study on Office 365 packages though the Microsoft Educator Centre.

A Miller reported that following the August Conference where the theme of "going digital" was explored with partners including Microsoft, XMA and Hewlett Packard the College continues to roll out Teams. A working group called "Be Skilled" has been

formed which is now focusing on developing a baseline around the use of Teams. During the next down week from 9 to 12 March 2020, all staff will be given the opportunity to undertake a one and a half hour training on baseline of teams which will be delivered by staff trainers. XMA is currently developing a programme in conjunction with the "Be Skilled" group and a 'Train the Trainer' programme will be delivered on 27 and 28 February 2020.

At the next Staff Conference staff will also complete a JISC Insight Survey which will look at aspects of digital transformation. The survey will allow the College to benchmark its staff's confidence and competence in regard to digital skills. This will then support continued work with XMA to develop and deliver further training to staff.

The Vice Principal, Human Resources and Organisational Development informed members that as a Microsoft Showcase College it had the opportunity to host a three day Microsoft Bootcamp from 10 to 12 February 2020 for the university and college sector. The College presented at the event and ten members of staff attended the event.

A Miller informed members, through the Workforce Development Fund, work is underway for developing further training with Coca Cola and also the College is leading on the second Scottish Canals conference on 18 March 2020.

I Patrick commented that the activities being carried out were impressive and asked if the details of the JISC Insight Survey could be fed back to the Committee.

R Doyle commented that it was great to promote the digital journey the College is taking.

The Principal commended the Organisational Development process in setting the foundation and how this is taken forward to develop with staff.

The Chair thanked the Vice Principal for the detailed summary of the report.

Members of the Human Resources Committee agreed to:

i) note the contents of this report and its appendix; and
ii) request an update report to future meeting of the Human Resources Committee.

13. Health and Safety Update

The Vice Principal, Human Resources and Organisational Development spoke to the content of the report which is to update members of the progress made in the management of health and safety to date.

A Miller reported that the annual asbestos re-inspection at the West End campus has been booked to take place during the second week in March.

In response to emerging concerns surrounding the spread of coronavirus the College has put in a place a number of precautions, including daily updates to SMT, revised cleaning priorities, wide dissemination of information to staff and students, provision of mobile sanitiser units in all campuses, enhanced promotion of personal hygiene precautions and regular monitoring of news, public health and sector information sources.

The Flu Vaccination clinic which was run by Superdrug at the November Staff Conference saw eighty four members of staff take up the opportunity to receive the vaccination.

A Miller reported to members that in order to demonstrate that the College Senior Management are committed to and actively support the planned improvement in safety performance, all members of the SMT and OMT will participate in the NEBOSH one-day health and safety qualification for senior business leaders or those aspiring to this position. A group of six, including the Principal, Vice Principal Human Resources and Organisational Development, the Directors of Curriculum, Business Development and Corporate Services, and the Head of Faculty of Business & Creative Industries undertook the training course on 8 January 2020.

A Miller highlighted the Incident Reporting statistics and targets from the operational plan which is progressing well.

A discussion followed regarding the measures taken by the College regarding Coronavirus.

The Chair thanked the Vice Principal, Human Resources and Organisational Development for the summary of the report.

Members of the Human Resources Committee agreed to:

i) note the contents of this report; and
ii) endorse the Health and Safety Update Report.

14. Wellbeing Update

The Vice Principal, Human Resources and Organisational Development apprised members the purpose of this report is to provide the Committee with an overview of Health and Wellbeing activity in the College and outline progress on three key projects currently ongoing.

A Miller informed members that the Health and Wellbeing Sub-Committee was formed in January 2019 and reports to the Access and Inclusion Committee. The focus of the committee is on wellbeing and was formed by merging 2 previous workgroups, one for Wellbeing and one for Mental Health. The sub-committee has made great progress since January 2019 and continues to work on its priorities for session 2020/21.

A Miller reported that the College has put a priority focus on Mental Health to support staff and learners with the introduction of staff guides, flowcharts, wellbeing action plans and an awareness raising programme. The College was the first in Scotland to introduce the Big White Wall to support Mental Health. Recognising that evaluation and improvement is key to services, the College undertook in partnership with the Charlie Waller Memorial Trust, an external Audit on Mental Health on 16 December 2019 in relation to its support and services. The positive outcomes identified strengths as well as highlighting areas for development to further improve provision. The audit benchmarked the progress made in this area and the information will be used to further improve provision of Mental Health support in the College.

The Vice Principal, Human Resources and Organisational Development updated members that the College will continue to use student counsellors on placement from University of Strathclyde to offer a service to learners. The Scottish Government recognising the increased need for counsellors in education institutions committed to providing further funding for counsellors. The College was allocated fund in December 2019 to provide additional counselling services for its learners and two counsellors have now been recruited. The two counsellors will allow service delivery over all campuses and outreach venues and progress the further development of the service as part of the whole College approach to Health and Wellbeing.

A Miller reported on the two year international Erasmus Project 'The Well Project' which the College is involved in to promote Mental Health and Wellbeing through New Coaching Methods and Tools. This international project is in partnership with other European Institutions which includes a College from both Northern and Southern Ireland, a College from Santander and a company called Kettle of Fish who are film makers from Northern Ireland. A small working group has been established to lead on this project from Glasgow Kelvin College to ensure its commitments are met, the College has a specific responsibility as part of the wide project to produce an on-line resilience tool kit for learners starting College/University. The group first met in December 2019 and since then the College has completed our own audit of services and started to research online resources and materials, all actions are up to date and the College progress is on track.

A discussion followed between members on the breakdown in gender of the usage of the Big White Wall, and the referral system used in the College regarding the Student Counsellors.

The Chair thanked the Vice Principal, Human Resources and Organisational Development for the content of the report.

Members of the Human Resources Committee agreed to:

(i) the contents of this update report;

(ii) that the College continues to support a whole College approach to Health and Wellbeing; and
(iii) ongoing activities to support College staff to continue to take part in activity to support Mental Health activity locally and Internationally.

15. Legal Update

The Director of Human Resources spoke to the content of the report to apprise members of any developments in relation to employment legislation and potential impact, where appropriate on the College.

D Shiels informed members of new legislation which will come into force on 6 April 2020. Parental Bereavement Leave and Pay Regulations known as 'Jack's Law' has already been incorporated into the College's Family Friendly and Flexible Working Policy which was approved by the Board of Management on 03 December 2019.

Further update reports will be brought to future meetings of the Committee should changes occur in employment legislation as a result of Brexit which may impact on the College.

The Director of Human Resources informed members that the biggest challenge to face employers in the next decade will be mental health. One of the main pieces of legislation in this area is the Equality Act 2010, which gives a definition of "disability" which is fairly wide reaching. Basically many mental health conditions could amount to a "disability" and will be covered by the provision of the Equality Act 2010.

The College operates robust policies and procedures to ensure that staff who have or develop a disability or long-term health condition are managed appropriately in the workplace. The College's Mental Health Strategy was presented to the Committee on 29 May 2019.

The Chair thanked the Direct of Human Resources for the content of the report.

Members of the Human Resources Committee agreed to:

(i) note the content of this report;
(ii) the actions planned or taken by the College to ensure compliance with pending changes to the legislation for April 2020;
(iii) request the Vice Principal, Human Resources and Organisational Development to bring a further update report to a future meeting of the Committee once the Employment Bill has completed the legislative process; and
(iv) request the Vice Principal, Human Resources and Organisational Development to bring a further update report to future meetings of the Committee should changes occur in employment legislation as a result of Brexit which may have an impact on the College.

16. Equalities Update

The Director of Human Resources apprised members that this report is to provide the Committee with an overview of activity in the College and outline progress on four key projects to advance equality, diversity and inclusion.

D Shiels reported that the Gender Action Plan (GAP) was produced in 2017-18 and included key aims in line with the guidance form the Scottish Government's strategy and the key milestones form the Scottish Funding Council (SFC) to address gender imbalances in Colleges and Universities. The College's Gender Action Plan (GAP) was devised to meet the key performance indicators (KPIs) by 2019/20 identified. The College's KPIs have been shared with key personnel in order to drive the Board's gender equality agenda forward.

D Shiels informed members the new iGAP guidance was issued by the Scottish Funding Council (SFC) which now includes Trans equality. The three Glasgow Colleges have produced guidance for supporting staff and learners across the regional to ensure equity of treatment and support. It is anticipated that this guidance can be adopted across the College sector to equity for all at every Scottish College. The guidance will be launched during LGBTQ+ History month.

The Director of Human Resources informed members that the College continues to work closely with the Scottish Race Equality Network. Participation in this allows the sharing of good practice and the development of strategies to advance race quality within the Further Education sector. The Equality and Human Rights Commission have produced a document and in light of the publication of this Advanced HE has established a short life expert steering group. A member of College teaching staff has been accepted onto the steering group which also consists of representatives from the Scottish Funding Council. The member of staff will work with members of the Equality, Diversity and Inclusion Committee to advance the Board's race equality agenda.

D Shiels reminded members that the Board of Management approved its Menopause Policy at its Committee meeting on 04 December 2019. The College has established a support group to support employees affected by the menopause directly or indirectly. The group is organised and run by the Equality, Diversity and Inclusion Manager, the first meeting will be held on 13 March 2020 at the Staff Conference. The College is exploring options for training for staff.

The Chair thanked the Director Human Resources for the content of this report.

Members of the Human Resources Committee agreed to:

i) note the contents of this report; and
ii) request the Equality, Diversity and Inclusion Manager bring a further update to a future meeting of the Human Resources Committee.

17. Risk Appetite and Risk Register Review

The Vice Principal, Human Resources and Organisational Development informed members that all sub-committees of the Board of Management are required to review the risk register once per year. This is in additional to the bi-annual review of the register by the full Board of Management as set out in the Risk Management Strategy. The Audit and Risk Committee review the register at each meeting and have overall ownership and control over changes to the Risk Register.

A Miller apprised members the purpose of the report is to provide the Human Resources Committee with the opportunity to review the Risk Register and recommend changes where appropriate. The Human Resources Committee would be expected to have a particular interest in Human Resource Management related risks.

Members of the Committee approved the Risk Appetite and Risk Register Review, and asked for the Board of Management to consider the Risk Register and how it is interpreted and presented.

The Chair thanked the Vice Principal, Human Resources and Organisational Development for the content of the report.

Members of the Human Resources Committee are recommended to:

(i) note the contents of this report and its appendix;
(ii) review the Risk Appetite Statement and Risk Register; and
(iii) request that the Audit and Risk Committee consider any requested changes at the next meeting of the Committee.

18. Scottish Teachers Pension Agency – Scheme Eligibility

Members noted the content of the report for information.

19. Scottish Government Draft Budget 2020/21 and Public Pay Policy

Members noted the content of the report for information.

20. Equality Management – Equality issues to be considered as a consequence of the consideration of the above agenda items

Members agreed that no new equality related issues had arisen as a consequence of the business conducted at the meeting held on 26 February 2020.

21. Risk Management – Risk issues to be considered as a consequence of the consideration of the above agenda items

Members agreed that no other risk related issues had arisen as a consequence of the business conducted at the meeting held on 26 February 2020.

22. Closure

The Chair thanked everyone for their attendance and contribution.

The meeting closed at 6.40pm.

23. Date of next meeting

27 May 2020.

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