

Board of Management Human Resources Committee

Date: 10 October 2017

Time: 11:30 am

Room: 2009

A G E N D A

Presented by

- | | | | |
|-----|--------------------------------------|------------|----|
| 1 | Welcome and Apologies for Absence | | SM |
| 2 | Declaration of Interest | | SM |
| 3 | Minute of Meeting of 4 October 2016 | (attached) | SM |
| 4 | Matters Arising | | SM |
| 4.1 | Board Members' Access to "SaveNet" | (verbal) | HP |
| 4.2 | Training and Development by CDN | (verbal) | HP |
| 5 | Vice Principal's Annual Update | (attached) | HP |
| 6 | Sickness Absence Report 2016-17 | (attached) | HP |
| 7 | Staff Development 2016-17 | (attached) | HP |
| 8 | National Bargaining/Union Engagement | (verbal) | HP |
| 9 | HR Strategy Report | (attached) | HP |
| 10 | Workforce Planning | (attached) | HP |
| 11 | Equality and Diversity Update | (attached) | HP |
| 12 | Any Other Business | | |
| 13 | Date and Time of Next Meeting - TBC | | |

Board of Management

Minute of Meeting of the Human Resources Committee of the Board of Management of Dumfries and Galloway College held on Tuesday 10 October 2017 at 11:30 am in Room 2009

Present: Stuart Martin (Chair) Janet Brennan
Carol Turnbull Ian White
Rob Orr Ros Francis

In attendance: Brian Johnstone, Chair of Board of Management
Helen Pedley, Vice Principal Corporate Services
Heather Tinning, Executive Team Assistant
Ann Walsh, Secretary to the Board

1 Apologies for Absence

There were no apologies received.

The Secretary to the Board confirmed the meeting was quorate with enough members present to allow decisions to be made.

2 Declaration of Interest

Members agreed to indicate declarations of interest as appropriate throughout the meeting.

3 Minute of Previous Meeting

The Minute of meeting from 4 October 2016 was approved.

4 Matters Arising

4.1 Board Members' Access to "SaveNet"

The Vice Principal Corporate Services reported on the college discount website, a staff discount scheme which offers savings with selected retailers. The Vice Principal advised that she is progressing this further in terms of access for Board Members.

4.2 Training and Development by CDN

The Vice Principal Corporate Services reported that staff had provided positive feedback in terms of training and development by CDN, with the exception of the Management Development Training undertaken by the new Curriculum Managers where it was advised that the training was not so positive. The Chair of the Board of Management reported that he had recently been appointed as a Board Member of CDN and advised that CDN continue to review their training, and welcomed feedback to report back to CDN. The Vice Principal advised that subsequently in-house training had been undertaken by the Curriculum Managers which was positively received.

5 Vice Principal's Annual Update

The Vice Principal Corporate Services spoke to the report which had been issued, providing an overview of activities during 2016-17. With regard to the Academic Restructure, the new Curriculum Managers are continuing to develop within their new roles. In terms of National Bargaining, an agreement has been reached that by April 2019, Salaries for Teaching Staff will be around £40,000 pro-rata. Following negotiations all Support Staff are entitled to 44 days Annual Leave pro-rata inclusive of statutory days. The Vice Principal advised that in some areas this has made a significant difference with the additional leave days, and Managers within the departments are looking to work more efficiently to maximise cover and accommodate the additional days. The Financial Implication for Term Time Staff amounts to approximately £12,000 across the year. The Vice Principal and the Principal continue to be involved in the Employers Association moving forward.

The Vice Principal asked the Committee to note that the College has been recognised as a Living Wage Accredited Employer, and advised that in terms of National Bargaining all colleges are to be Living Wage Accredited. As a condition of this status, the Living Wage must be met within tenders received. With regard to the Catering Contract, owing to the period of the contract, the Living Wage must be met and will be a condition of the tender for next session.

With regard to staff, the Vice Principal reported that there are approximately 210 full time equivalent staff at present. She advised that the staffing establishment is reviewed at the start of the session, with the teaching staff linked into the Curriculum Plan. The Vice Principal provided assurance to the Committee that all teaching staff are timetabled as per their contracts. The Committee were also reassured that all members of staff receive the same terms and conditions irrespective of the type of contract.

With regard to grievances, the Chair commented on the low number considering the size of the college. The Vice Principal advised that the majority of concerns tend to be addressed informally within the departments.

The Chair commended the HR Department and all staff for working through a difficult year.

6 Sickness Absence Report 2016-17

The Vice Principal Corporate Services spoke to the report which had been issued, providing a summary of the Sickness Absence during Academic Year 2016-17. Members noted a slight increase from the previous Academic session, from 4.37 to 4.9% which the Committee agreed was not a significant sickness absence rate. The Vice Principal also reported on a slight increase in absence owing to stress/anxiety and depression, and advised that a discussion takes place with each member of staff on return to work to determine whether the absence is work-related. The Vice Principal advised that where stress is indicated as a reason for absence a referral is made to occupational health. Discussions regarding the renewal of the NHS Occupational Health Support are due to commence. Occupational Health have been asked to help with Training for Managers with regard to recognising stress before absence occurs. Janet Brennan issued a leaflet from the HES Board based on the Well Being of Staff to the Vice Principal for information.

Members noted the report.

7 Staff Development 2016-17

The Vice Principal Corporate Services spoke to the report which had been issued, providing an update of Staff Development during Academic Session 2016-17. The Vice Principal reported that the amount spent, of £52,541, does not reflect the amount of Staff Development undertaken, as much of the development undertaken by staff does not attract a cost. A strong focus is on Teaching Staff, aiming for 100% having a Teaching Qualifications. The Vice Principal advised that this is not achievable owing to the turnover of staff but Teaching Staff, including Assessors, either possess or are in the process of working towards their qualifications. Overall, the Vice Principal reported that Staff are keen to further develop their skills and undertake Staff Development. The Vice Principal advised that the College was recently a pilot for Dundee University for Induction, with no cost incurred as the college was asked to be a pilot.

PREVENT training (Counter Terrorism) is ongoing for staff, with over 60% having completed the mandatory training and further sessions booked. Staff have provided positive feedback regarding this training.

Members noted the report.

8 National Bargaining/Union Engagement

The Vice Principal Corporate Services reported on the key outstanding priorities for this year including Job Matching for Promoted Lecturer Posts and the outstanding terms regarding class contact time for teaching staff.

Negotiations for Support Staff have been concluded, and focus is now around key factors in terms of Job Evaluation. The Vice Principal advised that a Tender will be issued by Colleges Scotland for a single job evaluation scheme for all colleges, following agreement of the scope and remit through the NJNC. The implementation date of 1st August 2018 has been agreed with the Unions.

Members noted the major piece of work at local level and the significant cost to the Sector.

The Chair thanked the Vice Principal Corporate Services for the update.

9 HR Strategy Report

The Vice Principal Corporate Services spoke to the report which had been issued, providing an update on work following the approval of the HR Strategy. She advised that Workforce Planning is a key element, with work ongoing at a National Level.

The Chair of the Board of Management reported that he attended the college's All Staff Session in August, providing an overview of the role of the Board and also a pictorial and summary of Board Members, with a view to raise the profile of the Board.

Following implementation of the new management structure overseeing the Academic Departments, comprising of 8 Curriculum Managers and 2 Heads of Curriculum, the feedback from staff has been positive in relation to communication.

Following the report on the Curriculum Development Project for Wigtownshire, the Principal advised that we will now look to progress an advert for the Stranraer Campus Development Manager.

The Chair thanked the Vice Principal for a Comprehensive report.

10 Workforce Planning

The Vice Principal Corporate Services spoke to the report which had been issued, providing an overview of the development of the Workforce Plan. The Vice Principal asked the Committee for a further meeting in view of the work ongoing around the workforce plan and the Staff Development Policy, to allow progress to be reviewed. In answer to a question in terms of the age profile of staff aged 51+, the Vice Principal advised that there is an older workforce within Dumfries and Galloway, along with an ageing population.

Action: The Board Secretary to advise HR Committee members of the date of the next meeting

11 Equality and Diversity Update

The Vice Principal Corporate Services spoke to the report which had been issued, providing an update on activity on Equality and Diversity. The Vice Principal advised that an Equality and Diversity Framework has been developed, and explained that other documents and procedures will sit underneath the Framework, to enable the Board to look at the overarching Framework. Following further discussion, the Vice Principal welcomed the opportunity for a Board Member to attend the Equality and Diversity Committee.

Decision: The Human Resources Committee approved the Equality Diversity Framework and Policy

Action: An invitation to the next Equality and Diversity Committee to be sent to Board Members

12 Any other Business

The Vice Principal Corporate Services advised the Committee that she has tendered her resignation from her position in the college. The Chair thanked the Vice Principal, on behalf of the Committee, for all her hard work and wished her well in her new post. The Principal advised that recruitment will be progressed in terms of the Vice Principal's position.

13 Date and Time of Next Meeting

The next meeting date and time will be confirmed.

Board of Management

Minute of Meeting of the Human Resources Committee of the Board of Management of Dumfries and Galloway College held on Tuesday 04 October 2016 at 2 pm in Room 2009

Present: Stuart Martin (Chair) Janet Brennan
Carol Turnbull Ian White

In attendance: Brian Johnstone, Chair of Board of Management
Helen Pedley, Director of Organisational Development and Facilities
Kay Bird, Secretary to the Board/Minute Taker

1 Apologies for Absence

There were no apologies received.

The Secretary to the Board confirmed the meeting was quorate with enough members present to allow decisions to be made.

2 Declaration of Interest

Members agreed to indicate declarations of interest as appropriate throughout the meeting.

3 Minute of Previous Meeting

The Minute of meeting from 11 December 2015, the Board Secretary advised the numbering was incorrect and would be amended, and on this basis the Minute was approved.

4 Matters Arising

Helen Pedley, Director of Organisational Development and Facilities and Janet Brennan have met with regard to the exit questionnaire and it was agreed to leave the document in its current form.

5 Directors Annual Report

Helen Pedley, Director of Organisational Development and Facilities spoke to the report, which had been previously circulated. The purpose of this paper was to provide the Human Resources Committee with a summary of HR activity/developments. There had been no significant changes in legislation since the last report. Several policies are now under the remit of National Bargaining and these will be delayed until Policy Statements have been received nationally, although working groups have been set up and the delay is not expected to be lengthy.

Under the section on Staffing Establishment the Director of Organisational Development and Facilities advised the staff on zero hours contracts had been reduced and the staff who are on a zero hours contract receives the same terms and conditions as a member of staff who receives a salary.

The Director of Organisational Development and Facilities advised staff turnover for 2015-16 was 6.5%, a decrease on the previous year from 8.6%. The College is well below the national average turnover figure of 15%. It is healthy to have new staff joining the College particularly to bridge the skills gaps of the older staff who will retire. The Chair of the Board of Management commented that the College should use its links with business and the Director of Organisational Development confirmed that this was the case when they were recently recruiting for two electrical engineer lecturers.

The Director of Organisational Development and Facilities confirmed that disciplinary hearings and grievances remain low with one grievance being upheld. The Chair congratulated the College on the low figures.

It was confirmed the new HR System, which was introduced 12 months ago, was operating well and the HR staff have less paperwork to process. The system is being constantly monitored to ensure the best results can be achieved. The staff development module is being rolled out after Christmas.

The Director of Organisation Development and Facilities provided an update on the Employee Benefit Scheme which is accessed via "SaveNet". Janet Brennan asked whether Board Members could take advantage of the scheme.

Action: The Director of Organisation will check whether Board Members can access this area.

The Members noted the report.

6 Sickness Absence Report 2015-16

Director of Organisational Development and Facilities spoke to the report, which had been previously circulated. The absence rate for the College during the academic session was unchanged from the previous year, remaining at 4.37%. This equates to an average of 6.4 days lost per person and is less than the public sector average of 8.8 days lost and is higher than the private sector average of 5.7 days lost. It was noted that 45% of staff had no sickness absence. There are no trends relating to reasons of absence.

The College continues to contract with NHS Dumfries and Galloway for occupational health services and made 11 referrals. There are no limits on the number of referrals the college can make and staff are positive regarding the service.

Members noted the report and the Chair commented this was a very useful report to have sight of.

7 Staff Development 2015-16

The Director of Organisational Development and Facilities spoke to the report, which had been previously circulated. The purpose of the report is to provide an overview on the significant amount of staff development which took place during the academic session 2015-16. Each member of staff has an annual staff development review with their line manager. It

was confirmed that the Staff Development Review process will be reviewed during the 2016-17 session as part of the HR Strategy and as an outcome of the Employee Engagement Survey.

The Director of Organisational Development and Facilities confirmed that the College had a higher percentage than most colleges of staff with the TQFE teaching qualification. Staff teaching less than four hours per week do not qualify.

The Director of Organisational Development and Facilities confirmed that £52,843 was spent on staff development events for the session. Mandatory induction training for new staff is completed on-line. Staff continue to use the on-line resource, Lynda.com, which provides a number of different tutorials and this on-line resource needs further promotion by the College. Janet Brennan sought confirmation from the Director of Organisation Development and Facilities that the staff development events provided good value for money, and this was confirmed. The Director of Organisational Development and Facilities confirmed there is a safeguard in the teaching staffs' terms and conditions that if they leave within a year of gaining the qualification they will be required to pay the cost of the qualification back to the College. The Chair of the Board of Management asked whether the College was happy with the standard of training provided by organisations such as CDN and the Director of Organisational Development and Facilities confirmed that feedback was sought and was positive.

Action: The Chair of the Board of Management and the Director of Organisational Development and Facilities will discuss the provision of training and development by CDN and the Director of Organisational Development and Facilities will produce some figures.

The Members noted the report.

8 National Bargaining/Union Engagement

The Director of Organisational Development and Facilities provided a verbal report. The support staff pay deal for 2016-17 was still outstanding despite negotiations. There were strike days on 6th and 20th September and there is planned continuous action with the withdrawal of fire marshals and first aiders. The Director of Organisation Development and Facilities confirmed that a risk assessment has been conducted at both campuses and the Fire Brigade have been consulted with. Both campuses have remained open during the strike action. The Principal reassured the committee that the College has spent a great deal of time on the risk assessments and the College is very conscious of its duties. It is likely there will be a further two day strike later in the month however only one weeks' notice is expected. The Principal confirmed further talks were due to take place on 13th October 2016. The Chair asked whether the College has direct involvement with the negotiations and the Director of Organisational Development and Facilities advised that the College does not have direct involvement but receives feedback and is able to give input through the Employer's Association, the Principal is the representative on behalf of the College and the Director of Organisational Development and Facilities the depute.

Action: The Principal will keep Board Members updated via emails sent through the Secretary to the Board.

9 Employee Engagement Survey

The Director of Organisational Development and Facilities spoke to the report, which had been previously circulated. The purpose of the report was to provide the Committee with the results of the recent Employee Engagement Survey. It was reported no comparisons were being made with the 2009 staff survey. It is intended to carry out an Employee Engagement Survey every two years. A good number of employees carried out the survey using the on-line facility. The response rate of 58% was a good return. Under the Results section it should read 94% and not 945. In the same line it should read 82% of respondents and not 825.

The areas which were highlighted for development and improvement were what EMT had expected and it was confirmed that working groups will be set up and further reports will be provided with updates on addressing these issues. The Director of Organisational Development and Facilities confirmed that all staff have access to the full results. The Chair offered congratulations to the Director of Organisational Development and Facilities for putting together the report, setting up working groups and addressing the issues raised, this was echoed by the Chair of the Board of Management.

Action: The Secretary to the Board will ensure the Employee Engagement Survey is put on the Agenda for the Board Meeting on 6th December 2016.

Member noted the report.

10 Any Other Business

None

11 Date and Time of Next Meeting

The next meeting date and time will be confirmed.

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ANNUAL UPDATE from VICE PRINCIPAL (ORGANISATIONAL DEVELOPMENT AND FACILITIES)

1. PURPOSE

The purpose of this report is to provide the Human Resources Committee with a summary of HR activity/developments for the past academic session 2016-17 and future developments.

2. ACADEMIC RESTRUCTURE

As previously reported to the Board of Management, a restructure of the academic area was completed during the session which created 8 new Curriculum Manager posts. All posts were successfully recruited with 7 internal appointments and 1 external. All staff took up their new roles on 1 August 2017 with the external candidate commencing on 7 August 2017. A Management Development programme will be ongoing throughout the next year to support them in their new role and will include a mix of internal and external providers.

3. VOLUNTARY SEVERANCE SCHEME

14 staff were accepted for voluntary redundancy and left employment on 31 July 2017. All staff were asked to sign a settlement agreement and all were received by the College duly signed within the agreed timeframes. Compensation payments are being processed during August 2017.

4. NATIONAL BARGAINING

Teaching – negotiations were protracted over the last session resulting in strike action by members of the EIS. The College remained open during the strike days and continued to run some classes however some learners were affected by classes being cancelled. Negotiations were concluded surrounding pay which has resulted in the first stage of the phased implementation to the new pay scale for basic grade lecturers. Additional funding has been received by the College for implementation of the April 2017 payment however this is for one year only. Discussions continue with EIS regarding changes to terms and conditions.

Support – Negotiations concluded with support unions resulting in a pay award of a flat cash payment of £425 per FTE plus agreement on all support staff receiving a minimum of 44 days annual leave per year (inclusive of public holidays). This has resulted in staff who have under 5 years' service increasing by 5 days per annum with remaining staff increasing by 1 day per annum. Both are with effect 1 April 2017. No additional funding has been received for this increase in the staffing budget.

The Principal and Director continue to represent the College on the Employer's Association and relevant working groups which aid national bargaining.

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5. LEGISLATION

A number of changes in legislation came in to affect in 2016/17 which relate to HR practices including the following:

- Abolishing salary sacrifice schemes with the exception of childcare vouchers, cycle to work and ultra-low emission cars. The College only has childcare vouchers and cycle to work schemes in place.
- Employing foreign workers under Tier 2 of the immigration rule will now attract a cost of £1,000 per worker in addition to the current immigration fees. The minimum salary offered to a foreign worker is to be £30,000. The College does not currently employ any staff under Tier 2 of the immigration rules.
- The national minimum wage was increased to £7.10 per hour. The College currently pays above this rate and were recently accredited as a Living Wage Employer. This means that we have guaranteed to pay all staff a minimum of £8.45 per hour. With the recent pay award this has resulted in the minimum hourly rate for staff rising to £8.55 per hour.
- Increases to statutory sick, maternity, paternity and parental pay were introduced in April 2017 however this did not impact on the College.
- Changes to Trade Union balloting rules have resulted in the Union requiring a minimum of 50% of members to vote and that at least 40% of those entitled to vote must vote in favour before strike action can be taken. The Union is also required to provide the employer with 14 days' notice of any intended strike days, previously this was 7.
- Gender Pay Gap reporting was enhanced and now requires the College to publish data relating to the mean and median gap on pay and bonuses for male and female staff. The College is fully compliant and published reports in April 2017 (previously circulated to Board members).
- Introduction of the Apprenticeship Levy. This is a deduction of 0.5% of the total pay bill and is automatically deducted by HMRC on a monthly basis. IN Scotland Apprenticeship funding will continue to be administered by Skills Development Scotland.
- Restraints on Public Sector exit payment to cap at £95,000 was due to be introduced but as yet the date has not been confirmed. An additional change will be that anyone who earns more than £80,000 per annum will be required

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to pay back the exit payment if they return to a role within the public sector within 12 months.

- General Data Protection Regulations are due to come in to force in May 2018. Prior to that date the College will conduct an audit of staff personal data to determine if any changes are required for employee consent.
- BREXIT – at present it is unclear as to how BREXIT will affect HR practices. Further reports will be provided to the Committee when the position becomes clearer.

6. POLICIES AND PROCEDURES

The following HR procedures have been reviewed in line with the College's Quality cycle with minimal or no changes required:

- Capability
- Code of Conduct
- Disclosure Scotland (PVG)
- Unpaid Leave
- Special Leave
- Management of infectious Diseases
- Dignity at Work
- Relocation Expenses

7. STAFFING ESTABLISHMENT

During the 2016-17 academic session the overall staffing establishment fluctuated with a variation from 209 FTE to a maximum of 218 FTE midyear, reducing to 211 FTE at the end of the session. The fluctuation was mainly due to an increase in teaching staff hours for new delivery to schools, development time and additional remission for curriculum leaders. Due to growth with work based learning there was also an increase in the workplace assessor contracts. On average there were 312 people employed by the college which is an increase on the previous year of 307.

The staffing establishment is reviewed at the start of the academic session and again at the start of block 2 in the curriculum areas to ensure that staff are being utilised in an effective and efficient manner. This often results in changes midway through the year to temporary staff hours and allows for planning for the following session. For the previous session adjustments were made to reduce hours where they were no longer required. The Director of Organisational Development and Facilities will work closely with the new Curriculum Managers to ensure efficient and effective use of staff. Managers within support areas reviewed their staffing requirements during the session and as a result of staff volunteering for redundancy took the opportunity to ensure that staff levels were efficient and effective in their departments.

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The College made a commitment to reduce the number of staff employed solely on zero hours contracts however acknowledges that there is a need to retain this type of contract in certain areas e.g. support workers, invigilators, work based learning and open learning tutors where the working hours are very variable dependent upon demand. These were reduced to 9 (14 in the previous year) by the end of 2016-17 session.

Any member of staff who is on a zero hours contract receives the same terms and conditions as a member of staff who receives a contracted salary.

8. RECRUITMENT AND RETENTION

2016 -17 was the first full year of utilising the e-recruitment module of the HR system and has shown some efficiency savings in time for the HR team. During the session the College advertised 47 posts, successfully recruiting to all of them with the exception of one. The post is currently being re-advertised. This included new and replacement posts across both the teaching and support areas.

Staff turnover for 2016-17 was 14% which is an increase on the previous year's figure of 6.5% (this figure is voluntary staff turnover and does not include people who left due to the end of contract). 4.5% of the turnover was due to staff leaving as part of the recent Voluntary Severance Scheme. According to a survey conducted by XpertHR the UK average turnover figure was 16.1% for 2015, figures are currently not available for 2016. The trend has shown a gradual increase in turnover each year from 2011 which was 8.9%. The average for public sector organisations in the same year was 15.4%. A variety of reasons are given for resignations which include career development, health related, childcare, job dissatisfaction, earnings and personal. Where job dissatisfaction was the reason discussion had taken place with the line manager and/or HR prior to resignation to resolve any issues.

9. DISCIPLINE AND GRIEVANCE

During the academic session there were 2 disciplinary hearings:

- Inappropriate language and behaviour to another member of staff, resulted in a verbal warning;
- Inappropriate language towards a learner, resulted in no formal disciplinary action.

There were 4 grievances:

- Grievance raised against another member of staff regarding their behaviour. Grievance was not upheld.
- Grievance raised re the decision not to protect salary following the academic restructure, grievance was not upheld.

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- Grievance raised re the decision not to protect salary following the academic restructure, grievance was not upheld.
- Collective grievance from EIS re the calculation used for deduction of strike pay, grievance was upheld.

10. GRADINGS

2 requests were received for regarding and both resulted in an increase in grade based on the revised job descriptions.

11. RECOMMENDATION

Members are requested to discuss and note this report

Board of Management

SICKNESS ABSENCE REPORT

1. PURPOSE

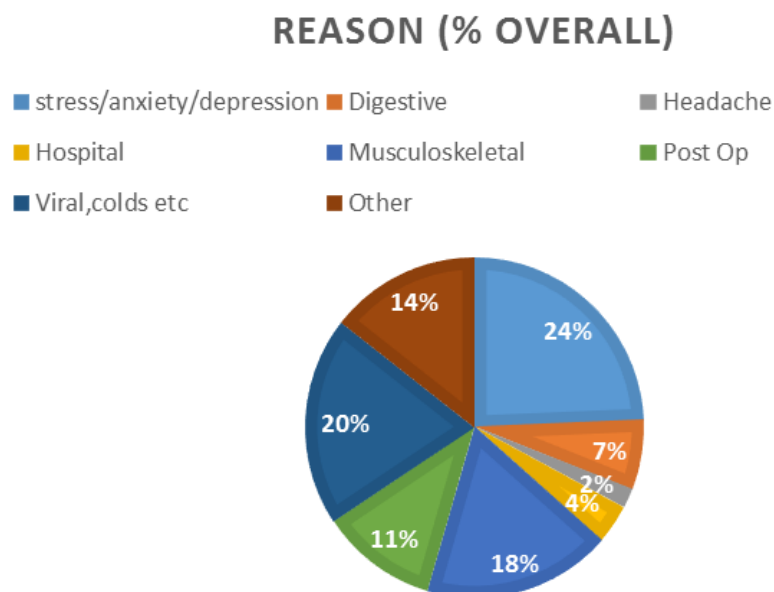
The purpose of this report is to provide the Human Resources Committee with a summary of the sickness absence levels for the academic session 1 August 2016 – 31 July 2017.

2. SUMMARY

Overall the absence rate for the College during the academic session was slightly increased from the previous year to 4.9%, 4.37% in 2015-16. This equates to an average of 8 days lost per person, an increase from 6.4 days in 2015/16. In the absence of FE sector data this compares marginally better than the public sector average of 8.5 days lost per person in 2016* however private sector data indicates 5.2 lost days per person. It should be noted that 38.5% of staff had no sickness absence recorded during 2016-17 session.

Of the total absences 30.5% are attributed to teaching staff and 69.5% to support staff, with a total of 2564 days of work lost across the year. Please note that these do not equate to full days but the individual member of staff's working day. Of these days 58% were as a result of long term absence (absence lasting 4 weeks or more) with stress/anxiety/depression and musculoskeletal being the main reasons. Of the staff who were long term absent during the session, all have returned with the exception of 3, 2 have left employment and one member of staff has sadly died. Figure 1 shows the reasons for all absences with Figure 2 showing the long term absences as a percentage of the overall absences.

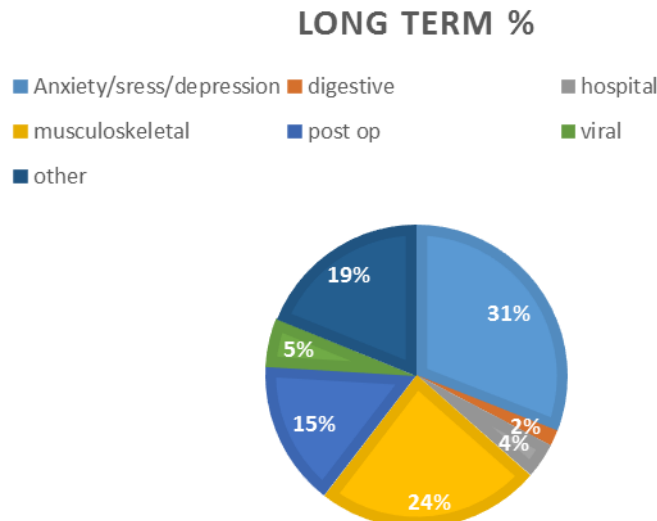
Figure 1.



*CIPD Annual Survey Report 2016.

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Figure 2.



The short term absences are attributed to a variety of reasons with the majority of 1 or 2 day absences relating to digestive problems or viral infections/colds (42% of overall absences).

3. OCCUPATIONAL HEALTH

The College continues to contract with NHS Dumfries and Galloway for occupational health services. The contract currently provides for management referrals, Cognitive Behavioural Therapy (CBT) sessions, Hepatitis C vaccinations for appropriate staff and Ill Health Retirement assessments. The contract is due for review in September 2017.

During the previous session 9 referrals were made for a variety of reasons. These included:

- assessment for ill health retirement purposes;
- assessment for potential reasonable adjustments to work;
- stress (1 of which was work related);
- assessment for return to work prospects; and
- frequent short term absences;

The referrals have resulted in advice on frequent absences, adjustments being made to duties at work, purchase of additional equipment to assist staff at work, CBT sessions and staff being provided with coping mechanisms for personal stress.

Where a member of staff cites anxiety/stress/depression as the reason an automatic referral is made to Occupational Health and support may be provided in the form of

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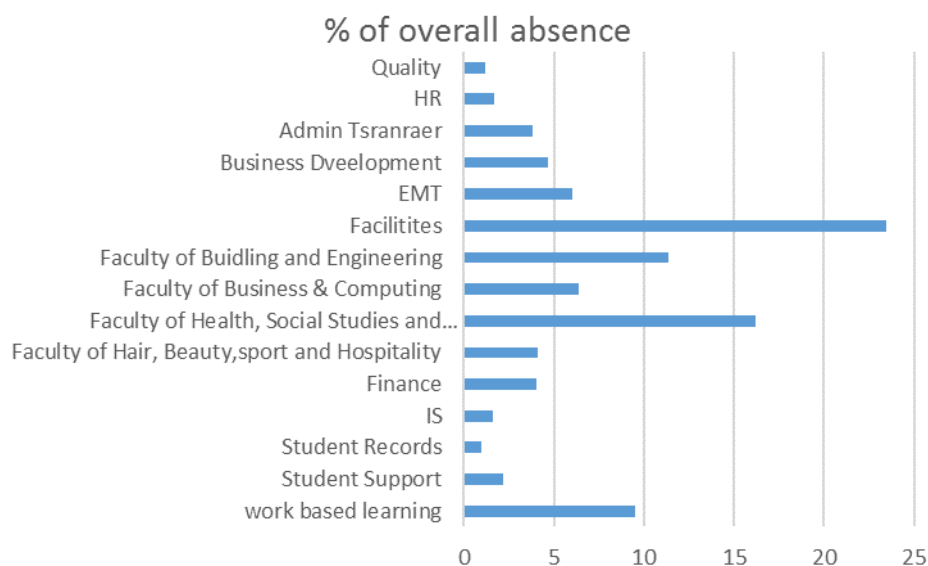
counselling if this is deemed appropriate. Where the stress is attributed to work this is further explored to ensure that the College can provide support to the member of staff to enable them to return to work. A referral is not made where the absence is for 1 or 2 days. Discussion does however take place with the member of staff to identify if support is needed/can be provided. During the session 9 members of staff cited work as the cause, or a contributing factor, to their stress. Following discussions with these staff 6 have returned to work and issues resolved with 3 members of staff subsequently leaving employment.

4. TRENDS

Upon reviewing the absence levels across the College there does not appear to be any trends in relation to reasons of absence with the exception of the increased viral infections during the winter months. There has been an increase in the number of one or two day absences where stress has been cited. On each of these occasions the manager has had discussions with the member of staff to identify if any support can be given.

In relation to departments there is a higher level of absence within the academic departments but this correlates with the higher numbers of staff in these areas. The Facilities department has experienced a high level of absence in the last session however there has been 8 members of staff absent long term. The Facilities Manager continues to review the level of short term absences with staff. Figure 3 shows the absence split across the departments in the College. Where the absence is less than 1% these have been excluded.

Figure 3



4. RECOMMENDATION

Members are requested to note this report.

*CIPD Annual Survey Report 2016.

Board of Management

STAFF DEVELOPMENT 2016-2017

1. PURPOSE

The purpose of this report is to provide the Human Resources Committee with a summary of staff development initiatives across the College during the academic session 2016-17.

2. INTRODUCTION

Staff development is integral to ensuring that our staff are up to date and well prepared not only for the current roles that they fulfil at the College but also future planning. Each member of staff has an annual staff development review with their line manager and this is an opportunity to discuss current and future development needs (personal and professional) at an individual level but also departmental or College requirements. It is an opportunity to discuss their role and any changes which have happened or planned changes which may identify the need for development. An individual has the opportunity to request development which may be in a variety of formats e.g. in house training, attendance at events, new qualifications, “on the job” development. The manager may also identify development, taking in to consideration succession planning, which is required or highlight any mandatory training e.g. safeguarding, equality and diversity.

As part of the HR Strategy and as an outcome of the Employee Engagement Survey the Staff Development Review process was to be reviewed. During the 2016-17 session a small working group was formed to look at different options and paperwork is currently being drafted to roll out in 17-18 to ensure that it is effective for both the College and the individual.

3. TEACHING QUALIFICATIONS

Teaching qualifications account for a large proportion of the staff development budget and the College require all teaching staff to achieve this qualification within a three-year period. If staff are delivering less than 3 hours per week this is optional but they must achieve the PDA: Teaching Practice in Scotland’s Colleges. All new teaching staff also undergo an academic induction programme and are supported by a Learning and Teaching Mentor. During the session 5 staff successfully completed the PDA: Teaching Practices in Scotland’s Colleges with a further 8 staff successfully completing TQFE. This has resulted in 89% staff possessing TQFE, 5% have a PDA and the remaining 6% (8 staff) have all commenced either the PDA or TQFE in September 2017.

4. ASSESSOR QUALIFICATIONS

All workplace assessors at the College are required to possess a relevant assessor award to enable them to assess candidates in the workplace. This is not essential upon appointment as we are able to provide this training for new staff. It is the target of the College to ensure that all assessors possess the relevant qualification. In addition to this we also require a percentage of assessors to possess a verifier award, this is to ensure

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that the assessor has complied with standards set in line with the Quality Assurance policy. The percentage depends upon the subject and the number of assessors and candidates. During 2016/17 the College employed 22 assessors, of which 86% possess assessor awards with the remainder currently undertaking the qualification.

5. OVERALL STAFF DEVELOPMENT

During the session 200 different training events were completed which was a mixture of formal qualifications, mandatory training, role specific training, teaching subject specific and generic teaching. In total 256 staff recorded formal training, 82% of staff, some of which recorded more than one event. In addition to these staff undergo development within their role on a daily basis however this type of training is not recorded.

Mandatory training includes data protection, safeguarding, equality and diversity, meeting the threat of fire and health and safety. In addition to this the College commenced a programme of PREVENT training (Counter terrorism) and all staff are required to attend. At the end of the 16-17 session more than 50% of staff had attended the training with the remaining staff undertaking this in 17-18 session. To support the counter terrorism agenda front line staff also underwent GRIFFIN training which assist in how to identify and deal with suspicious packages.

A number of staff completed formal qualification and certificated courses e.g. 17th Edition, Elementary food Hygiene, Diploma in coaching, First Aid, HNC Hairdressing, HND Electrical, HND Units, HNC Units, NEBOSH, IOSH and SVQs at various levels.

General teaching training included: dealing with challenging behaviour, learner led learning, developing core packs, moderation, evaluating your learners, engaging learners throughout the lessons, developing and maintaining effective relationships with learners, standardising feedback and the role of the personal tutor. 36 staff received development visits from the Learning and Teaching Mentors where advice and guidance was provided on how to improve their learning and teaching e.g. advice on adopting different techniques to deal with particular situations, specific staff development or good practice visits to other teaching staff classes.

The spend on staff development events equated to £52,541 for the session which is similar to the previous year. A large number of events attended do not attract a cost. Where a number of staff wish the same development the College continues to try and deliver this at the College. Each member of staff is requested to complete an evaluation form post attendance at a training event to ensure that the College is achieving best value and that the member of staff has found the event beneficial. This also helps to inform future events where an event may be highly recommended for others to attend or not.

6. RECOMMENDATION

Members are requested to note this report.

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HUMAN RESOURCE STRATEGY

1. PURPOSE

The purpose of this report is to provide the Committee members with an update on progress of the Human Resource Strategy. The main focus for the HR Strategy for the previous year has related to the information obtained from the Employee Engagement Survey and Workforce Planning.

2. WORKFORCE PLANNING

Work is currently ongoing at a national level with the HR and Organisational Development Group at Scotland's Colleges on an agreed approach to producing workforce plans. This has involved discussions with Martin Fairbairn, Chief Operating Officer, from the Scottish Funding Council to ensure that all Colleges take note of the recent Audit Scotland Report regarding workforce planning.

A separate report is on the agenda to provide the Committee with the initial stages of developing this approach and to highlight the current staffing profile of the College.

3. EMPLOYEE ENGAGEMENT SURVEY

The key areas from the survey were:

3.1 Communication and engagement, both at department and College wide level.

The Principal conducted her College Conversations again this session with all groups and raised the main points from the Survey as part of the discussion. Staff indicated that they welcomed the opportunity for the College Conversation and an opportunity to discuss things with the Principal. With regard to communication staff did not raise any particular concerns that they were not receiving information nor did they indicate that they wished to receive additional information. Staff welcomed the Principal's Blogs and these will continue.

Some staff indicated that they were not aware of the Board members and their roles/purpose and wished more information. Information is available on the College Intranet regarding the Board and its members for all staff to access. A proposal is going to the Board members on how they could mentor managers within the College and therefore become more visible within departments. Board papers etc. are published on the College website and this will be publicised to all staff. The Chairman attended the all staff event held in August 2017 and provided a summary of the role of the Board of Management and its members.

An area of concern was the number of staff who reported to each Head of Faculty, approximately 30 - 35 each, which did not lend itself to easy

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communication. This was taken in to account during the recent restructure and the curriculum areas have been split in to smaller areas with fewer staff reporting to each manager. This should aid communication within the departments. A key role for the new managers in these areas will be engaging with their new teams and identifying the best way to communicate.

Staff at Stranraer had commented regarding the lack of a manager based at the Stranraer Campus and this may impede communication. During the restructure this was taken in to account and a Campus Manager post was identified for Stranraer. Unfortunately, recruitment was unsuccessful during the last session. The College is working in partnership with the Education Department and Economic Development to provide a report with recommendations on curriculum pathways for the west of the region. The College therefore delayed recruiting to the manager post until the report has been finalised as this may determine a change to the particular skills that are required to take the Campus forward. The final report is due at the end of September.

At the all staff event in August the Principal invited an external speaker, “The Real David Cameron”. The event theme was “Enough Change! – Let’s make a difference”. Mr Cameron led workshops in the morning and afternoon where staff could explore some of the challenges and opportunities that face them working in the College sector. Initial feedback has been very positive and staff fully engaged in the event. The College are planning to continue to work with Mr Cameron and hold further events throughout the year.

3.2 Staff Development and Training

A working group has been convened to revise the current staff development review process and draft documentation is currently being developed for consultation. This will be reviewed against information which is available on the staff development section of the HR system to ensure an effective and efficient process is introduced.

3.3 Wellbeing

A working group will be convened at the start of the 2017/18 academic session to explore this area further. Due to National Bargaining and strike action it was not deemed appropriate to explore this last session.

4. RECOMMENDATION

Members are asked to discuss and note the report.

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WORKFORCE PLANNING

1. PURPOSE

The purpose of this report is to provide the Staffing Committee with an outline of the development of the workforce plan for the College and to highlight the current staffing profile of the College.

2. DEFINITION

Workforce planning is getting the right number of people with the right skills employed in the right place at the right time to deliver the organisation's short and long term objectives. It covers a diverse and extensive range of activities which will vary between organisations and contexts. They may include:

- Succession planning
- Labour demand and supply forecast
- Recruitment and retention planning
- Skills audit gap analysis
- Talent management
- Multi-skilling
- Risk management
- Outsourcing
- Career planning
- Scenario planning

3. AIMS OF THE WORKFORCE PLAN

The main aims of the workforce plan will be to:

- support Vision2020 and ensure the College recruits and retains the right workforce for the future anticipating operational planning and curriculum changes;
- evaluate the current profile of the College staff and anticipate the potential problems of key skills shortages/excess in the future and plan to minimise the impact on operational effectiveness;

4. PROCESS FOR WORKFORCE PLANNING

There are seven key steps to developing a process for workforce planning which will involve all managers supported by the HR team.



This process will involve looking at a variety of key drivers projected over a period of time i.e. 5 years. Appendix 1 provides an outline of questions to be answered.

5. CURRENT STAFF PROFILE

One of the key steps identified above is data gathering. Below is an overview of the current workforce split in to teaching staff, and support staff as at 1 August 2017. A more detailed approach will be required to fully inform the workforce plan. Even with a high level of analysis the College employs 14% of staff over the age of 60 who may be contemplating retirement and a further 35% over the age of 50, some of which may be contemplating retirement at 60.

Teaching staff profile

Headcount	Permanent	Temporary	Full Time	Part Time
109	100	9	52	57

Age Profile	
<30	6
31-40	15
41-50	36
51-60	38
>60	14

Support staff profile

Headcount	Permanent	Temporary	Full Time	Part Time
178	160	18	50	128

Age Profile	
<30	10
31-40	27
41-50	51
51-60	63
>60	27

6. Recommendation

The Staffing Committee is asked to note the aims of the workforce plan and the approach to be utilised. A further report will be presented to the Committee when the Plan is further developed.

Workforce Planning – Environmental Scan

Drivers for workforce planning	How will this affect the College?	Current situation – Headlines about current strength/challenges	Anticipated impact? + - or neutral	What will be the people implications?	What action do we need to take as a result?
External					
Economic Climate					
Market Conditions					
Technology/Changes					
Political, statutory and regulatory					
Social					
Skills, knowledge – availability					
Internal					
Strategic Goals					
Culture – desired and actual					
Vision and values					
Leadership stance/style					
Resources					

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EQUALITY AND DIVERSITY

1. PURPOSE

The purpose of this report is to provide the Human Resources Committee with a summary of recent activity relating to Equality and Diversity.

2. INTRODUCTION

The College is committed to the promotion of equality of opportunity, celebrating and valuing diversity, eliminating unlawful discrimination, harassment and victimisation, and promoting good relations for all our staff, students, visitors and partners.

The College is required under the Equality Act 2010 and the Public Sector Duty to publish a bi-annual report on our progress towards the promotion of equality and diversity and to publish Equality and Diversity Outcomes. These were approved by the Board of Management in April 2017 and will be in place until 2021.

In August 2017 the College invested in an Equality and Diversity Officer (EDO) who will support the development of the Equality and Diversity Outcomes and subsequent Action Plan.

3. EQUALITY AND DIVERSITY FRAMEWORK

In support of our Strategic Outcomes, equality and diversity needs to be embedded in everything we do. As such the College has developed an overarching Equality and Diversity Framework (appendix 1) which will be supported with a clear Equality and Diversity Policy (Appendix 2). An action plan will be developed to support the Framework and will be monitored through the Equality and Diversity Committee with an annual update on progress to the Board of Management.

A revised training programme will be rolled out to all staff during the 2017-18 academic session with additional support provided to new staff as part of their induction. In response to the Education Scotland comments regarding equality in the classroom (i.e. that equality and diversity was not apparent in all classes observed) the EDO is working closely with the E-Learning Manager and Learning and Teaching Mentors to support teaching staff to embed equality in their lessons.

4. EQUALITY IMPACT ASSESSMENTS (EIA)

The EDO has revised the documentation used for EIAs (Appendix 3) and will support managers throughout the next session to enable assessments to be conducted on all policies, procedures and strategic decisions taken.

5. RECOMMENDATION

Members are requested to review and approve the Equality and Diversity Framework and Policy.

EQUALITY AND DIVERSITY FRAMEWORK

Our Commitment

Dumfries and Galloway College is committed to promoting equality of opportunity, celebrating and valuing diversity, eliminating unlawful discrimination, harassment and victimisation, and promoting good relations for all our staff, students, visitors and partners. We aim to achieve equality for all by addressing discrimination in education and employment on the grounds of age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, or sexual orientation. By fostering a culture of dignity and respect, we will ensure that every student and member of our staff achieves their full potential.

Our Mission

One College, one team where:

- Learners come first
- The changing needs of the economy are met
- Innovation, collaboration and creativity are core to what we do

Strategic Outcomes

Our Equality and Diversity Framework is embedded within our Vision 2020 Strategy 2015-2020. There is an element of Equality and Diversity within each of the 6 Strategic Outcomes within this strategy, but there is particular relevance for the following:

Strategic Outcome 1: We will provide opportunities to access and progress through education and training at all levels.

Strategic Outcome 4: We will enable communities to grow and develop through local education and training.

Strategic Outcome 6: We will enable people to build their independence and confidence in a supportive environment

Equality and Diversity Framework

We aim to meet our commitment through establishing a clear policy, setting outcomes to address prioritised issues to improve equality, and embedding our equality practice in everything we do. An annual Equality and Diversity Action Plan sets out what we plan to do to meet our outcomes, and we report on progress against this action plan each year to the Board in April, supporting our findings with KPI information related to the protected characteristics identified by the Equality Act 2010.

Equality and Diversity Policy

The College's Equality and Diversity Policy sets out the baseline standard we expect to be upheld by students, staff and contractors throughout the College. It states our commitment to ensure fairness at all stages of our contact with students and staff, from the application process through to references following departure. It also outlines responsibilities and lines of reporting for our Equality and Diversity activities.

Equality and Diversity Outcomes

The College has identified the following as the prioritised outcomes for the period 2017-2021:

- 1: The College's gender pay gap will be reduced by addressing the causes of gender inequality to create a more equal and balanced workforce with men and women being more equally represented at all levels of the organisation.
- 2: Opportunities will be created in targeted curriculum areas to address gender imbalance and stereotyping. The College will aim to eliminate barriers to subject choice and therefore enable learners to maximise their education and employment opportunities.
- 3: Learners' successful completion regardless of protected characteristics will be increased.
4. The College designs and delivers programmes and services to meet the needs of learners from all backgrounds and circumstances.

Equality and Diversity Committee

The cross-College Equality and Diversity Committee meets quarterly to oversee progress. This includes:

- designing and monitoring of the annual Equality and Diversity Action Plan
- contributing to and approving the annual Equality and Diversity Report
- contributing to Impact Assessments for College plans, policies and procedures
- incorporating new legislative requirements effectively into College policies and procedures
- undertaking any training required to enable members to perform their role

Annual Equality and Diversity Action Plan

An Annual Action Plan sets out how we will progress towards our outcomes. This will be overseen by the Equality and Diversity Committee and considered and approved by the Board in April of each year.

Annual Equality and Diversity Report

The Annual Equality and Diversity Report summarises progress for the year and is used as the point at which we review the action plan for the coming year, to ensure that it is still relevant and working to get us where we want to be. This report will be submitted to the Board in April of each year.

Equality and Diversity Policy

Policy Statement

Dumfries and Galloway College is committed to promoting equality of opportunity, celebrating and valuing diversity, eliminating unlawful discrimination, harassment and victimisation, and promoting good relations for all our staff, students, visitors and partners. We aim to achieve equality for all by addressing discrimination in education and employment on the grounds of age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, or sexual orientation. By fostering a culture of dignity and respect, we will ensure that every student and member of our staff achieves their full potential.

1. Introduction

- 1.1 Dumfries and Galloway College is committed to promoting equality and celebrating diversity in everything we do. As a cornerstone of this commitment the College will ensure equality of opportunity for all applicants for study or employment, for students or employees currently within the College and for those who have left study or employment with us.
- 1.2 The College recognises that equality of opportunity and diversity are not only good management practice, but make sound business sense. This policy will help all our students and employees develop to their full potential. The resultant diverse talents and resources will be utilised fully to maximise the effectiveness of our organisation.
- 1.3 Fairness for everyone is our aim, but specifically we will ensure equality of opportunity in terms of:
 - Age
 - Disability
 - Gender Reassignment
 - Marriage or Civil Partnership
 - Pregnancy and Maternity
 - Race (including caste), colour, ethnicity or nationality
 - Religion or Belief (including lack of Religion or Belief)
 - Sex
 - Sexual Orientation

Throughout this policy, all commitments refer to fairness in respect of these characteristics.

- 1.4 College plans and policies will be Equality Impact Assessed, at inception or when reviewed, to ensure that no policy, condition or procedure we apply discriminates, either directly or indirectly, against people in relation to their personal characteristics unless there is a clear and unavoidable reason to do so.

2. Definitions

2.1 Equal Opportunities

The definition of Equal Opportunities within the Scotland Act 1998 is as follows:

“..the prevention, elimination or regulation of discrimination between persons on grounds of sex or marital status, on racial grounds, or on grounds of disability, age, sexual orientation, language or social origin, or of other personal attributes, including beliefs or opinions, such as religious beliefs or political opinions.”

2.2 Diversity

Diversity means recognising and valuing individual differences – those that can be seen (such as gender, colour or physical appearance) and those that cannot be seen (such as education, sexual orientation or belief).

2.3 Direct Discrimination

Direct discrimination is when a person is treated less favourably on the grounds of a protected characteristic as outlined in 1.3. Discrimination can be because of the protected characteristic of the person themselves, or that of someone they associate with, or because they are incorrectly perceived as having a particular protected characteristic.

2.4 Indirect Discrimination

This occurs where a policy, condition or practice (whether intentional or not) is equally applied but has a detrimental effect on a particular group related to the protected characteristics.

2.5 Harassment

Harassment occurs when the effect of someone's words or actions (whether intentional or not) makes another person feel humiliated, intimidated or degraded or creates an atmosphere which is hostile and offensive related to the protected characteristics. Harassment can be because of the protected characteristic of the person themselves, or that of someone they associate with, or because they are incorrectly perceived as having a particular protected characteristic.

2.6 Victimisation

This occurs if a person receives less favourable treatment than others because it is suspected or known that they have raised or supported a complaint related to a protected characteristic.

3. Commitments

3.1 Application and Recruitment

- The College will not discriminate, directly or indirectly, against anyone who applies to study or work with us
- No policy, condition or practice will be applied which discriminates against applicants unless it is unavoidable and can be fully justified by business needs
- Annual equalities monitoring will be undertaken to check that our policies and procedures are achieving equality of opportunity
- Where appropriate, lawful positive action will be undertaken to address imbalances in the student and workforce profile.

3.2 Promotion and Development

- Employees across all protected characteristics will have fair access to promotion and training
- The profile of the workforce that receives promotion or training will be monitored to ensure that this policy is adhered to

3.3 Retention and Leavers

- Wherever possible, policies (such as family-friendly policies) will be developed to promote equality and enable staff to work flexibly to meet their individual needs
- Reasonable adjustments will be made wherever necessary to ensure staff and students reach their full potential
- People who have left College employment or completed study will not be discriminated against in the provision of references

3.4 Code of Conduct

The College is committed to providing and promoting an inclusive culture in which all persons are treated with dignity and respect. Bullying, harassment and victimisation are in direct conflict with this aim and will not be tolerated.

- Employees or students who bully, harass or victimise others will be disciplined. This may include dismissal for employees.
- Employees or students who experience harassment, bullying or victimisation should raise a complaint through their line manager or Personal Tutor.
- Formal allegations can be made by employees through the College's Grievance policy (without affecting the right to pursue the matter at tribunal), or for students through the Anti-Bullying Policy.

The College's Code of Conduct, Anti-Bullying Policy, Student Behaviour Policy, Discipline Policy and Grievance Policy provide more detail on these arrangements.

4. Responsibilities

4.1 The Board

The Dumfries and Galloway College Board is responsible for scrutinising equality and diversity practice to ensure that statutory duties are met.

4.2 The Principal

The Principal is responsible for ensuring that statutory duties are met and for ensuring a strong leadership focus on equality and diversity College wide.

4.3 Equality and Diversity Committee

The Equality and Diversity Committee consists of representatives from each aspect of College life. The Committee will:

- develop, review and monitor the Equality and Diversity Framework and underpinning action plans, approving annual reports on progress
- contribute to Equality Impact Assessments of plans, policies and other key documents
- progress College plans to advance and embed equality and diversity, including championing changes in practice and procedure
- approve outline policies, procedures and plans as required to advance equality and diversity

4.4 Equality and Diversity Officer

The Equality and Diversity Officer will:

- ensure that all students and employees are aware of this policy and their obligations under it
- monitor and evaluate the progress of the policy and take positive action to address any areas of concern.
- provide any advice, guidance and training required so that the Board, management, the committee, staff and students have the knowledge and tools to fulfil their responsibilities.

4.5 Managers

Managers across the College are expected to promote equality and diversity in support of this policy. Managers will:

- ensure that they do not discriminate in the course of their duties, and seek appropriate guidance from Human Resources where they think discrimination may occur
- ensure that employees in their teams have received appropriate Equality and Diversity training
- actively challenge behaviour in employees which may amount to discrimination, harassment or victimisation
- take appropriate action in accordance with established procedures against persons who infringe this policy
- avoid instructing or pressurising others to discriminate unfairly, or discriminate themselves in response to such instruction or pressure
- avoid victimising anyone who has made a complaint alleging that unlawful discrimination may have taken place.

4.6 Employees

The College recognises that it retains the primary responsibility for providing Equality and Diversity. However, individual employees at all levels have a part to play. Every employee is expected to uphold the principles within this policy. Employees will:

- treat one another with dignity
- co-operate fully with the measures introduced by the College to ensure equality of opportunity and celebrate diversity
- identify and inform management of any suspected discriminatory act or practice
- ensure that the principles of Equality and Diversity are applied in all dealings with members of the public
- avoid instructing or pressurising others to discriminate unfairly, or discriminate themselves in response to such instruction or pressure
- avoid victimising anyone who has made a complaint alleging that unlawful discrimination may have taken place

4.7 Students

Students are responsible for:

- conducting themselves and treating others in accordance with the principles of this policy
- reporting any known violations of this policy to their Personal Supervisor or the Manager for their programme.

5. Implementation

This policy will be implemented through:

- the College's Equality and Diversity Framework, underpinned by an annual action plan and progress report.
- a requirement that each employee must abide by the content of this Equality and Diversity Policy
- the availability of Equality and Diversity training for all employees
- careful monitoring of relevant data to ensure that the policy is effective
- review of the policy in light of changes to legislation, emerging negative monitoring trends, emerging problems identified by the equality Impact assessment process or receipt of complaints about discrimination related to the content of the policy.

6. Promotion of this Policy

A copy of this policy will be published on the Dumfries and Galloway College website. Our College will promote this policy to all staff and students via induction programmes.

All staff will be given the appropriate training they need in order to carry out their responsibilities in implementing this policy. This includes a blend of online and face to face training at induction, targeted training for the Board and managers at all levels, and specific training packages as required relating to emerging equality and diversity issues (for example, transgender guidance or unconscious bias training).

Students are given equality and diversity information at their induction. Student behaviour is continuously monitored, and where appropriate challenged by staff. We will use training and awareness as the first steps to tackle incidents of discrimination, harassment or bullying. Where this proves not to be effective, action will be taken under the appropriate staff or student disciplinary process.

Equality Impact Assessment

Document:	Learning and Teaching Strategy 2017-2020
Executive Summary:	Impacts are positive across the full range of protected characteristics and human rights issues for this high level Strategy. Care will be taken to impact assess supporting policies and procedure to ensure that any barriers to student progression based on profile or background are addressed as far as possible.

Key:

1: Eliminate discrimination, harassment and victimisation

2: Promote equality of opportunity

3: Promote good relations

* Human Rights to privacy and family life, freedom of thought and conscience, education

	1	2	3	Commentary
Age	✓	✓	✓	<p>The aim of the strategy is to provide equal access to learning for students and foster excellence in teaching for staff, taking into account any requirements related to equality of access for people across the protected characteristics and checking alignment with their human rights.</p> <p>In particular: Discrimination will be avoided through SOs 1(Learning Experience), 6 (Academic Guidance and Support) and 7(People) Equality of Opportunity will be promoted through SOs 2(Student Engagement in their own learning), 3 (Access and Articulation) and 4 (Skills Development and CforE) Good relations will be promoted through SOs 5 (Employers) and 7 (People). The Human Right to Education is supported strongly by this strategy.</p>
Carers	✓	✓	✓	
Disability	✓	✓	✓	
Gender identity/ reassignment	✓	✓	✓	
Human Rights*	✓	✓	✓	
Marriage/civil partnership	✓	✓	✓	
Pregnancy/maternity	✓	✓	✓	
Race	✓	✓	✓	
Religion or Belief	✓	✓	✓	
Sex	✓	✓	✓	
Sexual Orientation	✓	✓	✓	

Lead Officer:	Andy Wright		
Facilitator:	Sue Livermore		
Date initiated:	04 September 2017		
Consultation:	As there are no emergent issues or direct practical implications, consultation or research will be undertaken as appropriate to address any practical application issues underpinning this strategy.		
Research:			
Signature		Date	