

Board of Management – Human Resources

Minute of Meeting of the Human Resources Committee of the Board of Management of Dumfries and Galloway College held on Tuesday 5 November 2019, 11:30 am in Room 1074b

Present: Janet Brennan (Chair) Ros Francis
Ian White Joanna Campbell

In attendance: Brian Johnstone, Chair of Board of Management
Keith Ross, HR Consultant

Minute Taker: Dorothy McMinn, Executive Team Assistant

1 Apologies for Absence

Apologies for absence were intimated on behalf of Rob Orr and Ann Walsh.

2 Declaration of Interest

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

3 Minute of Previous Meeting of 12 February 2019

The Minute of meeting from 12 February 2019 was approved, with one amendment being required, Page 2 stated “Curriculum Mangers” and this should be “Curriculum Managers”.

4 Matters Arising (not on the Agenda)

4.1 Updated Management Structure - It was confirmed that the circulated organigram related to a previous restructure and gave detail of the two Vice Principal posts and curriculum sitting beneath. The organigram showed that SG, Head of Development (Crichton Campus) was not part of the College Management Team.

4.2 Review of Curriculum Manager Posts – At the last HR Committee meeting, AW had been tasked with reviewing Curriculum Manager posts. It was confirmed that this review would be encompassed in to the Transformation Plan.

4.3 Staff Survey 2019 – KR apologised that one table in the Staff Survey data was incorrect. He agreed to circulate the correct version to HR Committee members. The response rate was considered low and future planning should include incentivising staff to take part in the survey, which would hopefully encourage a greater response. It was important to monitor participation.

Discussion centred around the best way forward for future surveys and it was recommended that consideration be given to carrying out the next survey before the end of the current academic year (June 2020) and that this should be a bi-annual event.

Although a draft communication to staff had been prepared, it was confirmed that this had not been distributed. It was noted that the prepared communication could be distributed as a communication tool, prior to the next survey.

BJ asked whether an HR Action Plan had been developed on completion of the survey and KR agreed to establish if this was the case and report back to the Committee.

KR suggested the use of themes for feeding back the results of future surveys and it was agreed that a plan would be developed, and this should include detail on how feedback would be distributed and actioned. It was further agreed that the survey would work in tandem with the transformation plan and would reference views from the last survey.

ACTIONS: KR agreed to provide information on any Action Plan developed as a result of the previous Staff Survey. Further, a planning document for the future Staff Survey would be prepared and brought before the HR Committee. The incorrect survey result data sheet would also be circulated.

5 New Vice Principal Recruitment Update

It was confirmed that the interview process for Vice Principal, Learning, Teaching & Student Experience had completed, and the position had been offered to DD, currently Performance Improvement Director at City of Glasgow College. DD had indicated his acceptance of the post, but no start date had been finalised to date. It was agreed that this information would be communicated to staff as soon as possible. HR, Interim Vice Principal, Learning, Teaching & Student would return to her substantive post at Forth Valley College on 4 December 2019. JC advised that interest in post had been impressive, with 17 applications received.

ACTIONS: JC would arrange for the staff to be informed of the recruitment of DD as soon as possible.

6 Job Evaluation

A full analysis of 105 support role job descriptions had been completed in college and an external, central analysis would now be carried out. It was considered that the outcomes relating to pay and grading could create a risk for the college, causing a potential gap if not funded.

JC agreed to circulate a presentation given at a recent Group Principal's Meeting by a Director of Edinburgh College.

ACTIONS: JC to distribute the presentation to the HR Committee.

7 Transformation Plan

Meetings had taken place between KR and college management to look at the current situation and the Executive Leadership Team, assisted by KR, would now analyse functions and grouping across departments. It was agreed that updates on the Transformation Plan would be cascaded to both trade unions and staff. Alastair Milloy, an external Financial Consultant, would also be assisting with the Transformation Plan by analysing college financial data in the context of the curriculum plan. It was intended to produce a report for presentation at the Board Meeting scheduled for 10 December 2019.

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ACTIONS: JC agreed to circulate further information regarding the Transformation Plan to staff. An analysis of staff turnover would be presented at the February 2020 committee meeting.

8 Union Engagement

It was confirmed that a Dumfries & Galloway College Local Joint Negotiating Committee (LJNC) was now in place, bringing UNISON, EIS and the college together. The first LJNC meeting had taken place in September 2019, with a further meeting scheduled to take place on 18 November 2019. To date, the LJNC Constitution and Officers have been agreed and it was intended that joint discussion on policies and procedures will take place at the meeting scheduled in November 2019.

The Committee felt that it was encouraging and a very positive step that this forum was now in place to deal with issues arising.

9 HR Strategy & KPIs

MY had been involved in work across the sector looking at KPIs and had provided proposed indicators. KR felt that there were other indicators which would be as important and a real benchmark:

- Income per FTE employee
- Average cost per FTE
- Staff costs as a percentage of income
- Staff to student ratio

MY had indicated that the working group would still accept further suggestions for indicators. KR asked that any indicators be provided to HR for onward transmission to MY.

ACTIONS: KR to forward any suggestions for indicators received to MY.

10 Workforce Plan

KR advised that there is no workforce plan in place at the college. He considered it important that a workforce plan be prepared and this would be developed alongside the strategy and would reflect impending changes. This could potentially identify a number of issues and inform the development of training and re-training plans, building on the strategy and taking account of Ambition 2025.

HR is developing a Curriculum Plan and it was stated that the implications of this would be included in any workforce plan.

The Chair requested further information on zero-hour contracts within the college, and it was explained that people employed to the register of bank staff are interviewed, put through the appropriate PVG checks and issued with a zero-hour contract when placed on the register. A full report on zero hour use and the progression of a workforce plan should be presented to the next HR Committee.

ACTIONS: KR would provide a report on zero hour contracts at the next HR Committee meeting.

11 Staff Development Plan

Discussion centred around the current staff development plan, which was considered a factual document and detailed all staff who had participated in training.

It was recommended that a skills audit approach be utilised, and a draft staff development plan should be developed and presented to the next HR Committee.

BJ considered it important that the document includes not only statistics but relevant narrative and data.

The importance of evidencing staff development and ensuring that this is tied in to the Strategic and Transformation Plans should be noted.

ACTIONS: KR to present a draft staff development plan to the next HR Committee meeting.

12 Health & Safety Report

A Health & Safety Report had been provided by BC, Head of Corporate Services. It was agreed that the increased risk of hazards should be registered on the operational risk register to take account of building works.

ACTIONS: BC to be asked to increase the risk of hazards on the operational risk register.

13 Sickness Absence Report 2018/19

The report previously distributed provided statistical information on college sickness absence and noted a slight reduction of absence from the previous year. The importance of analysing absence data was noted.

A further Staff Wellbeing Day had been discussed and HC, Interim Head of HR would provide an update at the next Committee meeting.

ACTIONS: HC is to be asked to provide a Staff Wellbeing Day update at the next HR Committee meeting.

14 Draft Annual Report to the Board

The HR Committee meeting would provide a forum to discuss what members would like to be included in such a report. The Terms of Reference for the committee require it to provide an annual report to the Board. This would include a review of the previous year's meetings and would be included in the Board Report for the annual accounts. For example, "The HR Committee met four times in the 2018/19 Academic Year and considered various topics throughout the year. The focus for the 2019/20 Academic Year would be"

The Committee recommended that the Secretary to the Board ascertain what is provided by other colleges in the sector.

ACTIONS: The Secretary to the Board should be asked to analyse information provided by other colleges.

15 Strategic Risk Register

It was stated that Risk 3.5 – Industrial Relations had been reduced due to the resolution of the national dispute and an agreement on pay. The HR Committee accepted this reduction.

16 Equality & Diversity Report

It was noted that SL, Equality & Diversity Officer, would provide further update at the next meeting of the HR Committee.

ACTIONS: SL will provide a further update at the next HR Committee meeting.

17 Any other Business

No other business raised.

18 Date and time of next meeting – Tuesday, 11 February 2020 at 11.30am