

**HR Sub-Committee**

**MINUTE OF MEETING HELD ON 13 SEPTEMBER 2023 AT 15:45hrs VIA TEAMS**

<b>Present:</b>		
Claire McLean (Chair)	Susan McLellan (SMc)	Kate Glendye (KG)
<b>In attendance:</b>		
Joe McGraw (JM)	Mary Cheetham (note taker)	
<b>Apologies:</b>		
Ann Hill (AH)	Sue Irving(SI)	

**1. Welcome and Apologies for Absence | Verbal | C McLean**

1.1.1. The Chair welcomed everyone to the meeting.

1.1.2. Apologies were noted as above.

**1.2. Declaration of Interests/Connections | Verbal | C McLean**

1.2.1. The Chair reminded Members to indicate any declaration of interest or connections as appropriate throughout the course of the meeting.

1.2.2. The Chair noted a declaration of interest regarding being a shareholder who had been involved in the process of employing the new appointed VP People and Transformation.

**FOR APPROVAL**

**2. Minutes of Previous Meetings and Matters Arising**

2.1.1. The Chair noted there had been no previous minutes.

2.1.2. The Chair reminded the Committee that this subcommittee had been formed due to the F&GP Committee being unable to delve into the more intricate aspects of HR. It was observed that the meeting did not have a quorum, but any recommendations and decisions would be taken to FGP.

**2.2. Action Log | Paper 2.1 | C. McLean**

2.2.1. The Chair advised there is one action outstanding from F&GP and this will be completed by the next meeting.

## LEARNING AND TEACHING COMMITTEE

### 2.2.2. The Committee noted the Action Log.

## FOR DISCUSSION

### 3. Item 3 – People and Transformation | Paper 3.1 | J McGraw

3.1. JM introduced the paper and advised this would form an overview which will be used as the basis for the Finance and General Purposes Committee meeting.

#### 3.2 Workforce 2025

3.2.1 JM outlined the draft framework that will shape how the College meets the challenge of achieving its aims towards Workforce 2025.

3.2.1 JM confirmed the draft framework had been shared with ELT and SLT and identified some of the key aspects to be considered and developed were:

- Attraction, development and retention of staff.
- Succession planning
- Skills gaps versus needs of the business to meet areas of growth.
- Performance management and potential areas of staff reduction
- Service redesign

3.2.2 The Chair acknowledged it was great to see a cohesive plan targeting the key areas of opportunities for the College.

3.2.3 The subcommittee agreed there was a positive culture shift moving forward.

#### 3.3 National pay negotiations

3.3.1 JM provided an updated on the pay negotiations and confirmed there was no further progress, with strike action planned for 21<sup>st</sup> September. It was noted on the 7<sup>th</sup> September there had been a reduction in academic numbers however Unison had been well supported.

3.3.2 JM advised that government have already stated that there won't be any further financial allocation. In response to this situation, the Union is contemplating involving ACAS to mediate and address the issue.

3.3.3 The Chair affirmed that the matter would be presented to the FGP to ensure it's included in the risk register and thoroughly evaluated. The Chair noted that ACAS and mediation are being engaged, and procedurally, it appears that the matter is naturally reaching the end of progression.

#### 3.4 Sickness Absence

3.4.1 JM provided a verbal update on the ongoing dashboard project, highlighting that it's still in progress due to resource challenges and various obstacles. Despite these challenges, the HR team's dedication and efforts have been commendable, although there is still much work ahead.

## LEARNING AND TEACHING COMMITTEE

- 3.4.2 The overall sickness rate for Academic Year 22/23 has increased by 5.3%, representing a 2% rise compared to the previous Academic Year 21/22. It was agreed that the reason behind this increase needs to be investigated further to address the issues.
- 3.4.3 The Chair expressed appreciation for the detailed update and noted that long-term sickness has had an impact. Exploring health support, particularly in areas like mental health and Employee Assistance Programs (EPA), was suggested to see if there is a correlation between these factors and the increase in sickness rates.
- 3.5 Culture and Behaviours development
- 3.5.1 JM informed the subcommittee members that at the SLT strategy day held on 9 August 2023 a discussion was held on how we promote, live and celebrate our values.
- 3.5.2 An update was given regarding the Values Ambassadors initiative and despite having values printed on lanyards, their visibility across the campus was lacking. It was discussed that the intention would be to revive and expand upon the work accomplished so far and it was subsequently agreed a project would be led by People and Transformation, with meeting scheduled for October.
- 3.5.4 Additionally, there is a significant focus on managers' training, particularly around accountability, with the goal of making it a standard practice.
- 3.5.5 The Chair appreciated the honest appraisal of the current state of work, and highlighted the need for everyone to assess what has been successful and where there is room for improvement. Furthermore, the Chair encouraged consideration of how to integrate values into new or revised policies and procedures.
- 3.6 Learning and Development update
- 3.6.1 JM explained we have secured £7k of FWFD funding and will be used to develop bespoke courses.
- 3.6.2 Line manager training is to take place 13/14 November, with a focus on behavioural aspects, absence and performance management.
- 3.7 HR audit update and E & D Audit
- 3.7.1 RSM conducted an audit of HR processing activities. A total of 6 recommendations were noted as a result of the audit, 5 classed as medium priority and one as low priority.
- 3.7.2 The Chair raised a question regarding changes in legislation concerning the right to work, specifically in relation to a recent August update that required a return to face-to-face interactions. It was confirmed that all necessary measures were in place and compliant with the updated legislation.
- 3.8 Equality and Diversity
- 3.8.1 A verbal update was provided by JM on the results of the audit with a total of 5 recommendations were noted, 3 classed as medium priority and two as low priority.
- 3.8.2 The Chair emphasised the need for tightening up and reenergising the forum.
- 3.8.3 The significance of the HR team's efforts was acknowledged.
- 3.8.4 It was agreed that Industrial Action be brought forward to F&PG and the issues related to it.

## **LEARNING AND TEACHING COMMITTEE**

**3.2. The Committee noted the content of the People and Transformation Report**

FOR INFORMATION ONLY

**4. AOCB | Verbal | C McLean**

4.1. There was no other business.

**5. Date of the Next Meeting | Verbal | C McLean**




5.1. The date of the next meeting is scheduled for 14 November 2023.



**Dumfries and  
Galloway College**

One step ahead

Item 2  
HR0923-2.1

Key	
	Ongoing
	Closed
	Overdue

## HR SUB COMMITTEE ACTION LOG 13.09.23

No	Meeting Date	Action	Lead	Deadline	Status	Commentary
2	7/3/23	Increased trend in staff absence – JG suggested the inclusion of a KPI style dashboard for absence reporting.	JM	<del>May 23</del> <del>Sep 23</del> Nov 23	Ongoing	This item has been moved from FGP Action Log and referred to the new VP People for consideration and action.

<b>MEETING</b>	<b>HUMAN RESOURCES SUB COMMITTEE</b>
<b>Agenda Item:</b>	<b>3</b>
<b>Paper No:</b>	<b>3.1</b>

<b>Date</b>	13 September 2023
<b>Location</b>	MS Teams
<b>Title of Paper</b>	HR Sub Committee Update – People & Transformation
<b>Presented By</b>	Joe McGraw
<b>Recommendation</b>	Discussion
<b>Appendix Attached</b>	NO
<b>Disclosable Under FOISA</b>	YES

**Read Time:** 6 minutes

**1. Recommendation**

- 1.1 The Committee is invited to note the paper and discuss any of the items presented.

**2. Executive Summary**

2.1 This is the first meeting of the HR Sub Committee and will provide an update on the people (staff related issues) at the College. The details contained within this report will be used as the basis for the Finance and General purposes Committee meeting. The paper covers: -

- Workforce 2025
- National pay negotiations
- Sickness Absence
- Culture and Behaviours development
- Learning and Development update
- HR audit update
- Equality and Diversity update

**3. Context****3.1 Workforce 2025**

3.1.1 A review has commenced regarding Workforce 2025, which will incorporate a collaborative approach with key stakeholders in Finance, Curriculum, Business Development, People and Transformation. The purpose of this review is to define a framework for workforce planning that will shape how the College meets the challenge of achieving its aims towards Workforce 2025.

3.1.2 At the time of writing this report the framework is in draft format with the next stage being collaboration with stakeholders. Key aspects that the framework will consider and develop include:

- Attraction and retention of staff.
- Succession planning.
- Benefits package.
- Skills gaps versus needs of the business to meet areas of growth.
- Development of internal talent and retention of key employees
- Performance management and potential areas of staff reduction
- Service redesign through better using of digital services to improve capacity and capability. A new role of Director of Business Transformation is currently being recruited to assist this workstream.

**3.2 National Pay Negotiations**

3.2.1 There has been no further progress on pay negotiations for Lecturing or Support Staff.

3.2.2 The college has been notified of initially 2 days of planned strike action but EIS-FELA, Unison and Unite, scheduled to take place on 7 and 21 September. Plans are in place to

ensure that the college remains open and that wherever possible learning will continue either face to face or via direct study.

3.3.3 The National Job Evaluation project remains ongoing across the Scottish college sector and has now reached quality assurance stage. All 22 colleges have now received their rank order of scores and been asked for feedback. There is still a significant amount of ongoing dialogue between College Employers Scotland and the Strategic HR Network about the direction of travel for implementation. Further updates will be provided once known.

### 3.4 Sickness Absence

3.4.1 Update to be provided verbally.

### 3.5 Culture and Behaviours

3.5.1 At the SLT strategy day held on 9 August 2023 a discussion was held on how do we promote/live and celebrate our values?

3.5.2 Work of the Values ambassadors has stalled, with some members now having left the college. Promotion of values, although on lanyards isn't visible across the campus, but the intention was not to throw away the good work that has been undertaken, but to reinvigorate and build upon what has been done so far.

3.5.3 A proposal was agreed to setting up a culture and behaviour workstream, possibly utilising value ambassadors as member of the working group. This will involve People & Transformation leading on a project that supports:

- Being role models for driving and supporting values across college, with support from value ambassadors.
- Highlights the work that is done across college to support values and supports students/staff and to embed the work that we do as being meaningful.
- Consider how we can embed values into new/revised policies and procedures.

3.5.4 An initial meeting will be planned later this month/early October to commence this workstream.

### 3.6 Learning and Development Update

3.6.1 We have secured £7k of FWFD funding and liaised with External Development to develop bespoke courses around minute taking (target audience), having difficult conversations (behavioural) for line managers and a separate session for all staff. Excel (introduction, intermediate and advanced) will be on offer too. Once dates are confirmed, staff will be informed of the availability.

3.6.2 Line manager training has now been moved to Thursday 21<sup>st</sup> and Friday 22<sup>nd</sup> September due to issues with timetabling and room availability. Content is being finalised and a hold the date email issued to all line managers.



3.7 HR Audit update

3.7.1 RSM conducted an audit of HR processing activities. A debrief meeting was held on 29 August. A total of 6 recommendations were noted as a result of the audit, 5 classed as medium priority and one as low priority. Details summarised below:

- Recruitment procedure was last reviewed in 2015 and is currently undergoing a review. This current review should reflect current guidance – Medium.
- New starters – A small number (5) new starter contracts signed after the start date, with known exception reasons. Medium action to review process and track pre-employment checks.
- Leavers – to work with IT on ensuring leaver details are processed in a timely manner - Low.
- 2 recommendation’s linked payment of non-contractual overtime – to work with Finance to consider ways of improving the controls around timesheet claims for overtime – Medium.
- Approval of non-contractual overtime – requirement to confirm approval process e.g., does it need to be signed by both the line manager and head of department – Medium.

3.8. Equality & Diversity

3.8.1 At the time of writing this report an audit of Equality & Diversity is being conducted by RSM. This is to provide assurance on how the College ensures staff are aware of the needs for equality, diversity, and inclusion (EDI) and how EDI measures are embedded across the College.

3.8.2 If available, a verbal update will be provided at the meeting on the outcome of the audit.

**4. Strategic Implications**

4.1 This links into Strategic Priority 2 – People and Culture.

**5. Risk**

Risk	Mitigations
7 Failure to achieve effective Industrial Relations	<ul style="list-style-type: none"> <li>➤ Constructive formal and informal communication channels</li> <li>➤ LJNC (Local Joint Negotiation Committee)</li> <li>➤ Representation at Employers Association</li> <li>➤ Attendance at Strategic HR Network</li> </ul>

**6. Implications**

<b>Financial</b>	Yes	
<b>Legal</b>	Yes	
<b>Learning and Teaching</b>	Yes	
<b>Equalities</b>	Yes	A full Equality and Diversity role is available under a separate agenda item for the Committee.  The College Equality and Diversity webpage can be accessed <a href="#">here</a> .

**Joe McGraw**

VP People & transformation

31 August 2023