## HUMAN RESOURCES COMMITTEE

**NOTICE**

There will be a meeting of the Human Resources Committee on 22nd February 2024 at 17:30 hours.

| AGENDA | | |
|---|---|---|
| **Agenda Item** | | **Paper (Y/N)** |
| 01 | Apologies for Absence | N |
| 02 | Declaration of any potential Conflicts of Interest in relation to any Agenda items | N |
| 03 | Minutes of Previous Meeting | Y |
| 04 | Matters Arising from the Previous Meeting | Y |
| | | |
| | **Reserved Items of Business and Matters for Discussion** *Not for publication as the papers contain personal data which might identify individuals or groups of individuals.* | |
| 05 | Pension Contributions Internal Audit Findings | Y |
| 06 | Pensions Contribution Project Plan | Y |
| 07 | Employee Relations | Y |
| | | |
| | **Matters for Discussion** | |
| 08 | The People Group | Y |
| | | |
| | **Matters for Information** | |
| 09 | Quarterly HR Report | Y |
| 10 | Quarterly Health & Safety Report | Y |
| 11 | Absence Management | Y |
| 12 | HR System Project Update | Y |
| | | |
| 13 | **Any Other Business** | N |
| | | |
| 14 | **Summation of Actions and Date of Next Meeting** | N |

| | HUMAN RESOURCES COMMITTEE |
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| MINUTES | |
|---|---|
| Meeting of the Human Resources Committee on 16 November 2023 at 17:30 hours in the Board Room at South Lanarkshire College and on TEAMS | |
| **Present**<br>S McManus (Principal)<br>H Anderson (Committee Chair)<br>P Brodie<br>A Doherty (Staff Member)<br><br><br>P McGilvery (Governance Professional) as Clerk<br>V Anderson as Minute Taker | **In Attendance**<br>S Gray (TU Observer)<br>G McIntosh (Head of HR) |

| AGENDA ITEM | |
|---|---|
| 01 | **Apologies for Absence**<br>D Morrison<br>F Whittaker |
| 02 | **Declaration of any potential Conflicts of Interest in relation to any Agenda items**<br>None made. |
| 03 | **Minutes of Previous Meeting – 14 September 2023**<br>Duly adopted. |
| 04 | **Matters Arising from the Previous Meeting**<br>Item 09 Investors in People Action Plan<br>The HR team are currently preparing a three-year CPD plan which will also include the introduction of the People Group to take forward this action. Updated actions following the People Group meetings would be brought back to the HR Committee.<br><br>Item 07 Internal Audit Action Plan<br>Audit tracker will be going to the Audit Review Committee on 27 November 2023 and would be monitored through this Committee however any actions would return to the Human Resources Committee for consideration. It was agreed that this will remain a standing agenda item.<br><br>Item 08 Quarterly HR Report<br>The Committee were advised that managing/supporting staff capabilities relevant to teaching has been added as a risk.  This is a strategic risk under learning and teaching and would go to the CQD Committee.  Positive |

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| | behavioural management training has been scheduled for January 2024 for staff, to enable them with enhanced behavioural management skills. It was noted that this would be an area for the new Vice Principal to focus on and would be included in the wider CPD plan.<br><br>Item 11 Pension Rates<br>An appropriate response is currently in draft form and communication should be issued to staff on 17 November 2023. |
| | |
| | **Matters for Discussion** |
| 05 | Recruitment Approach<br>The Committee noted and discussed the content of the report.<br><br>Members were updated with the recent recruitment approach taken in relation to six key roles for the College. Candidates were sourced through Aspen. Some of the roles having been unsuccessfully advertised previously, attracting no suitable candidates. The College is delighted by the calibre of candidates. Candidates had various opportunities to demonstrate their suitability for the role. The assessment centre approach highlighted job performance predictability. Aspen were asked for feedback on the employer brand and all candidates were excited at the prospect of working for the college. All roles were filled and great candidate feedback was obtained. The Committee were delighted with the news of the appointments and agreed that good practice from this recruitment approach should be incorporated into next updates of the Recruitment Policy and procedure. |
| 06 | Considering Adjustments<br>The Committee noted the contents of the report and appendices and discussed the impact of the documentation, should it be implemented.<br><br>The College regularly receives requests for adjustments of varying sizes and the approach should be transparent and consistent. To support both employees and managers in experiencing a consistent, supportive approach to requests for adjustments at work, the College is considering the implementation of a guidance document, along with an employee plan and line manager decision form. These documents should guide both the employee and line manager through the process. Due to national policy discussions, the College is unable to consider this at policy level and is, instead, taking a proactive approach by seeking to provide support based on the current situation.<br><br>The Committee agreed that anything that helps the employee and manager is welcomed and noted a few points for consideration. Within point 4, it would be helpful to note that GPs and other healthcare professionals can provide advice. Within the employee plan, there should be a marking to state that once completed, the document is confidential.<br><br>As an **action point** Gary will amend the document and speak to the Data Protection Officer regarding the employee plan.<br><br>It should also be made clear the difference between a request for a reasonable adjustment and flexible working. Concern was raised over the outcome if a reasonable adjustment were to be refused and the Committee discussed the possibility of an appeal process or another manager considering the request. It |

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| | was agreed by the Committee that any request that were to be refused would have to be an unreasonable against business requirements/operational needs. The Committee agreed that in terms of hybrid working it is not a 'one size fits all' approach and requires to be personalised to the college to ensure that students are effectively supported.  There must be a balance to protect the employee and organisation, however each request will be taken on its own merit.

Currently, line managers receiving requests for work adjustments are being guided on a one to one basis however there are plans for additional training once the guidance documents are agreed. |
| 07 | Carers Leave
Committee members noted the contents of the report and discussed implementation considerations.

Upcoming Carers Leave legislation, that is likely to be implemented in early 2024, would allow unpaid Carers to receive up to five-days unpaid leave for caring responsibilities. The College and Committee welcomes the legislation as it supports wellbeing and work-life integration, at present the College has a 'Caring for Carers' document. The College has considered its implementation considerations, which includes policy, communication and documentation. The College also recognises that the sector may implement a Circular for Carers' Leave. The Committee requested that the wording in section 2.2 of the paper be reframed regarding "… care for someone in their home-lives" to be clearer.  The Committee also noted a risk in the potential impact on staff having to cover for those on carers leave and questioned whether there was anything that could be done to mitigate the risk.  It was noted that planned leave is easier to manage and in terms of potential unplanned leave, colleagues would be required to cover duties similar to sick leave.

As an **action point** Gary will review the wording of the paper and check the number of carers in the organisation from equality data, to assess the potential volume of leave requests and determine whether any additional planning might be needed. |
| | **Matters for Information** |
| 08 | Quarterly HR Report
The Committee noted the terms of this Report which is referred to for its detailed terms.

It is noted that the report references the carers leave and now includes the completion rates of the new e-learning, mandatory training launched at the start of the academic year.  The Committee raised concerns regarding the mandatory learning due to the number of modules increasing from 4 to 14 (20 in certain roles) and the deadline for all modules being the same.  It was explained that all deadlines have been the same this year due to the courses being introduced and it was agreed that in the coming years the courses should be spaced out where possible and that not all courses will need annual renewal (thus easing the load on staff). It was noted that staff are allocated 6 training days which could be allocated to their e-learning.

Within section 2 of the report, it was noted by the Committee that there is an inconsistency with the numbers.  It was suggested this may be due to staff |

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| | commencing employment in a different quarter, perhaps an asterisk could detail such anomalies.<br><br>As an **action point** Gary will investigate and amend as necessary for future reports. |
| 09 | Quarterly Health & Safety Report<br>The Committee noted the terms of this report.<br><br>Since approval at last HR Committee, the H&S Policy has been implemented and compliance and lift inspections completed. There have been a number of issues around fire doors which have been replaced and then have broken again, work is ongoing, and a meeting is scheduled for 17 November 2023 to discuss the issue. There has also been an issue surrounding lead-based paints being used in the workshops and the college is working to ensure the safety of students and lecturers is maintained. It was noted that the Health, Safety and Environmental Advisor role has been reassess will be a full-time position going forward.<br><br>Concern was raised over the level of vaping within the campus in addition to the relevant health issues, vaping inside the buildings was resulting in fire alarm activations. Signage has been introduced and was noted that training will be provided to support staff to challenge those vaping and deescalating maters. There was a suggestion that this issue could be raised as part of the student introduction system and that the support for cessation of smoking//vaping should be highlighted. |
| 10 | Absence Management<br>The Committee noted the terms of this Report which is referred to for its detailed terms.<br>Overall improvement in 5-year trend for absence rates, overall still higher than benchmark data. Long term sickness continues to drive numbers, the direct cost is £66k which equates to 692 working days. The frequency rate is at 37% is equal to 2.9 days absence for every employee. The Committee noted that although the figures are not great, it is a positive that things are going in the right direction. |
| 11 | Industrial Relations Update<br>Committee members were updated on industrial relations landscape in the Sector and to inform members that, despite various conversations, EIS-FELA have lodged a dispute relating to the audit duration, relating to part-time staff pensions contributions. It was noted that the Principal is finalising communication to provide union members an update and provide a timeline for the remaining activities. The audit report is hoped to be concluded in the first week of December, the next steps would be for an independent payroll expert to be appointed to review payments. It was recognised that this is not going to be a quick fix and the college sympathises with members and notes their frustration. The Committee agreed that efforts should be made at the earliest opportunity to engage an independent pay expert. Further, UNISON national release agreement is being reviewed for national facility time – college employers Scotland reviewing associated liability insurance for national facility time. It was noted that the new HR System should help avoid a similar situation arising in future, in addition, resilience within the HR team is being improved through additional payroll training.<br><br>The Committee were advised that the pay award is currently being discussed in relation to a three-year deal, this is going out to ballot. The national job |

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| | evaluation is continuing for support staff for roles assessed in 2018 – phase 2 would then look at changes since 2018 with each college using the FEDRA (further education system for job evaluation) system. |
| | |
| | **Reserved Items of Business** |
| 12 | Bereavement<br>The Committee received an update on recent bereavements involving staff.<br><br>Details could not be published to protect personal data of identifiable individuals. |
| 13 | HR System Project Update<br>The Committee received an update on the HR System project.<br><br>Again, details could not be published as the project remains ongoing. |
| | |
| 14 | **Any Other Business**<br>There being no other competent business the meeting was declared closed. |
| | |
| 15 | **Summation of Actions and Date of Next Meeting**<br>The Clerk summarised the actions and decisions and the action points are as above minuted.<br><br>The next scheduled Committee meeting was set for 15 February 2024. |

| DATE | 22 February 2024 |
|---|---|
| **TITLE OF REPORT** | The People Group |
| **REFERENCE** | 08 |
| **AUTHOR AND CONTACT DETAILS** | Stella McManus<br>Stella.mcmanus@slc.ac.uk |
| **PURPOSE:** | To provide members with an update on a proposed approach to Culture Change and invite feedback. |
| **KEY RECOMMENDATIONS/ DECISIONS:** | Members are recommended to:<br>• Consider and comment on the proposed approach to Culture Change within the College. |
| **RISK** | • If the College does not take appropriate action to improve the culture, then staff relations may deteriorate;<br>• If all staff are not given the opportunity to undertake training and development, then the culture will decline, and staff will not be empowered and business transformation in relation to current sector reform will not be achieved.<br>• There needs to be cross college buy in for this approach to work. |
| **RELEVANT STRATEGIC AIM:** | • Successful Students<br>• The Highest Quality Education and Support<br>• Sustainable Behaviours |
| **SUMMARY OF REPORT:** | • The College recognises that there needs to be a cohesive approach to improving the culture given the significant changes at the college in a short period of time.<br>• It is proposed that a People Group will be established to input into an overall College action plan and will be composed of staff representatives.<br>• Tuckman's Team and Group Development Model will be used as a tool to work with areas to create action plans for their areas. Areas which have particular challenges now will be addressed first.<br>• The Investors in People themes can be used as a basis for the action plan.<br>• This plan has to include college wide approaches to communication, consistency and visibility. |

## 1. INTRODUCTION

1.1. The College has had a challenging time over the past few years with a significant amount of change including a new Principal and Executive Leadership Team. Members will be aware that before this the College had had the same leadership team for almost twenty years, with very little change. This paper sets out an approach to improving the culture at the College.

## 2 BACKGROUND

2.1 Since the long-standing Principal retired in 2020 there have been four Principals, new appointments to the Senior Leadership Team as well as the appointment of two new Vice Principals. That in itself causes uncertainty and change for staff, but with the added impact of COVID, working remotely and returning to campus, there has been additional pressures.

2.2 In addition, managers, who may not have had to "manage" are now being empowered to do so, culturally line management norms were not always followed as the previous culture was very hierarchical. This coupled with the updating of HR policies and processes as well as a challenging external climate, has all had an impact on the culture of the organisation. As well as this staff are still competing with the previous culture as the new one has not yet been established.

2.3 The College has not yet worked through the themes as set out in the Investors in People Survey and it is suggested that this would be a good starting point from which to build on despite there being low participation rates.

2.4 The above, against the backdrop of widespread changes in the college/tertiary sector make for unsettled times and may heighten staff pre-existing feelings of uncertainty.
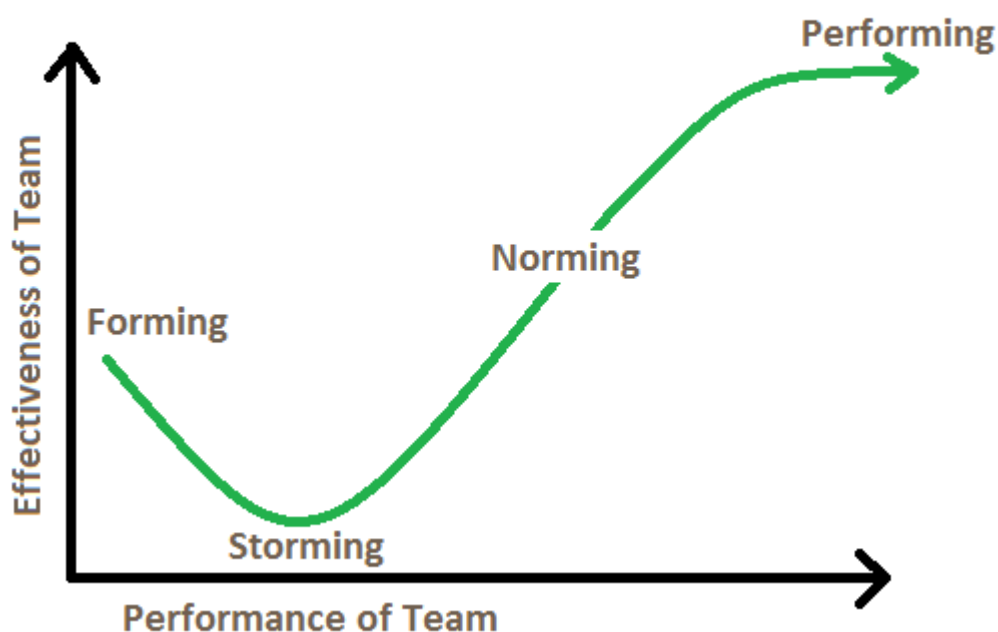
## 3 AN APPROACH

### 3.1 The People Group

3.2 It is proposed that a group of staff representatives are formed to provide staff voice and input into supporting the culture change at the College, this would be known as "The People Group" and would also ensure that the College is making progress against its overall action plan. Please note that this would not impact on the remit of the Trade Union meetings.

3.3 Using, Tuckman's (1965) stages of group development model, the College, in some areas, is clearly still in the "Forming" and "Storming" stages and this can be seen by a decline in staff relations in those areas. It is suggested that this approach is used by Managers to assess their areas and provide action plans in order to help their teams move to the next stage, of norming at the very least. This may mean regular reviews of where the team is at, and behaviours and leadership may need to be adjusted accordingly. Areas with particular challenges now will be expediated.

3.4 As a reminder Tuckman's model can be viewed below.

## Tuckman's Team & Group Development Model



## 4   COMMUNICATION AND CONSISTENCY

4.1 In addition, since COVID consistency of approach to managing situations or expectations of roles across the College may not be clear to all which can result in perceptions of lack of parity or unfairness. The College is aiming to provide a clear approach to the following:

4.1.1   **Consistency:** clarify roles and responsibilities so that everyone understands their role and that of others which also creates consistency of approach across the College.

4.1.2   **Meetings**: how often to have team meetings, 1-1s etc, which key items that should be included on agendas, the cascading of information up and down the organisation following Senior Leadership Team meetings, Board meetings etc. to ensure alignment to our strategic priorities.

4.1.3   **Coaching**: create a coaching culture for staff, supporting managers on how to coach staff and peer to peer learning and support.

4.1.4   **Values and Behaviour**: a reminder of the College's values and the importance of speaking to all peers respectfully as well as ensuring that different viewpoints are heard and considered through effective consultation with peer prior to decisions being made, where possible.

4.1.5   **Resolution**: ensure effective consultation and where appropriate, negotiation on key issues with staff and their representatives, in a timely manner to ensure positive staff relations are maintained. In addition, where possible, there needs to be the lowest form of resolution for issues, so that line managers are able to manage with autonomy and accountability and as a professional courtesy. A separate training plan of support is also being developed to support this.

4.1.6 **Communication Plan**: an overall College wide plan on communication to include how best staff members can be kept informed and up to date of key developments as well as to share good news stories. This will also include a review of the current channels of communication.

## 5 VISIBILITY

5.1 Now that there is a new Executive Team in post as well as the wider Senior Leadership Team (SLT), it is important to be visible and present especially during these very challenging times. As such the following actions are being proposed:

5.1.1 All college activities are in the diaries of all SLT members, and the expectation is that there is always representation from the Senior Team;

5.1.2 The Principal has been attending Team meetings, so to continue this and include more of the Senior Team as well throughout the year;

5.1.3 To have a regular (possibly) monthly informal "Coffee and Cake" chats with the Principal or senior team, where staff members are randomly invited, or new members of staff attend to create more discussion and feedback opportunities;

5.1.4 There also needs to be more staff roadshows or question and answer sessions, where all staff can be updated by the Principal, this could be done in a variety of ways, in person, or quick Team sessions as well throughout the year.

## 6 NEXT STEPS

6.1 It is intended to take this paper to the Joint Trade Union meeting on 16 February 2024 and then for further consideration at the Senior Leadership Team meeting. Then once all feedback has been received, the College will ask for staff representatives from across the College to join the People Group. This group will be tasked with undertaking a college wide action plan and holding the College to account for it.

6.2 The aims are to achieve a workforce which have clear goals, are accountable for them and are being developed and supported to achieve them. More importantly it is to have an environment where all staff feel valued and enjoy working at South Lanarkshire College. In addition, there needs to be staff engagement and involvement in decision making to inform organisational and cultural developments and encourage all staff to participate.

## 7 EQUALITIES

7.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

## 8 RISK

8.1 The following risks apply:
8.1.1 If the College does not take appropriate action to improve the culture, then staff relations may deteriorate;

8.1.2 If all staff are not given the opportunity to undertake training and development, then the culture will decline, and staff will not be empowered and business transformation in relation to current sector reform will not be achieved.

8.1.3   There needs to be cross college buy in for this approach to work.

## 9   RECOMMENDATIONS

9.1 Members are recommended to:

9.1.1   Consider and comment on the proposed approach to Culture Change within the College.

## ANNEX A: KEY THEMES INVESTORS IN PEOPLE

| INDICATOR | THEME | DEVELOPED | ESTABLISHED | ADVANCED | HIGH PERFORMING |
|---|---|---|---|---|---|
| LEADING AND INSPIRING PEOPLE | Creating transparency and trust | ✓ | ✓ | | |
| | Motivating people to deliver the organisations objectives | ✓ | ✓ | | |
| | Developing leadership capability | ✓ | | | |
| LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS | Operating in line with the values | ✓ | ✓ | | |
| | Adopting the values | ✓ | | | |
| | Living the values | ✓ | | | |
| EMPOWERING AND INVOLVING PEOPLE | Empowering people | ✓ | | | |
| | Participating and collaborating | ✓ | | | |
| | Making decisions | ✓ | ✓ | | |
| MANAGING PERFORMANCE | Setting objectives | ✓ | | | |
| | Encouraging high performance | ✓ | | | |
| | Measuring and assessing performance | ✓ | | | |
| RECOGNISING AND REWARDING HIGH PERFORMANCE | Designing an approach to recognition and reward | ✓ | | | |
| | Adopting a culture of recognition | ✓ | | | |
| | Recognising and rewarding people | ✓ | | | |
| STRUCTURING WORK | Designing roles | ✓ | ✓ | | |
| | Creating autonomy in roles | ✓ | ✓ | | |
| | Enabling collaborative working | ✓ | ✓ | | |
| BUILDING CAPABILITY | Understanding people's potential | ✓ | | | |
| | Supporting learning and development | ✓ | | | |
| | Deploying the right people at the right time | ✓ | | | |
| DELIVERING CONTINUOUS IMPROVEMENT | Improving through internal and external sources | ✓ | | | |
| | Creating a culture of continuous improvement | ✓ | | | |
| | Encouraging innovation | ✓ | ✓ | | |
| CREATING SUSTAINABLE SUCCESS | Focusing on the future | ✓ | ✓ | | |
| | Embracing change | ✓ | ✓ | | |
| | Understanding the external context | ✓ | ✓ | | |

## HR COMMITTEE

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|---|---|
| **DATE:** | 22 February 2024 |
| **TITLE OF REPORT:** | Quarterly HR Report |
| **REFERENCE:** | 09 |
| **AUTHOR AND CONTACT DETAILS** | Gary McIntosh, Head of Human Resources gary.mcintosh@slc.ac.uk |
| **PURPOSE:** | Provide the HR Committee with a quarterly update on HR matters. |
| **KEY RECOMMENDATIONS/ DECISIONS:** | Members are recommended to: <ul><li>note and question the updates relating to Headcount Management, Health and Wellbeing, Employee Engagement, Learning and Development and Employee & Industrial Relations.</li></ul> |
| **RISK** | The following risk is identified: <ul><li>Failure to manage: the headcount; employee health and wellbeing; employee engagement; learning & development; and employee relations, could result in poor delivery for students.</li></ul> |
| **RELEVANT STRATEGIC AIM:** | <ul><li>Successful Students</li><li>Highest Quality Education & Support</li><li>Sustainable Behaviours</li></ul> |
| **SUMMARY OF REPORT:** | <ul><li>The College's headcount movement remains stable and consistent with the previous year, and all vacancies continue to be filled within a reasonable period of time.</li><li>The College continues to support staff health and wellbeing, including ongoing support from Maximus' Access to Work, Mental Health.</li><li>College employees engaged in fun activities at the end of 2023, with a Christmas quiz and a coffee afternoon.</li><li>The newly established CDN Equality Group is engaging on the National Equality Outcomes implemented by the Scottish Funding Council.</li><li>Staff training continues, including for Mental Health First Aid Trainer and Assessor Verifier training.</li><li>There are some Industrial Relations escalations, including national activity with both Strike and Action Short of Strike activities at national level, and concerns raised between the College and UNISON on conduct and procedures.</li></ul> |

# 1   INTRODUCTION

1.1 This paper seeks to provide members with an overview of HR matters for the College for the period of 1 October to 31 December 2023.

# 2   HEADCOUNT MANAGEMENT

2.1 The quarterly headcount movement is shown in the graph below, which demonstrates a slight movement in headcount over the period, with 4 x 3rd party contractors, 7 new hires and 10 leavers.

2.2 Four out of the eight new hires in Q4 2023 were appointed to vacancies that were advertised in a previous quarter and interviewed in Q4 2023.

2.3 Three out of the eight new hires in Q4 2023 were appointed to vacancies that were advertised and interviewed in a previous quarter.
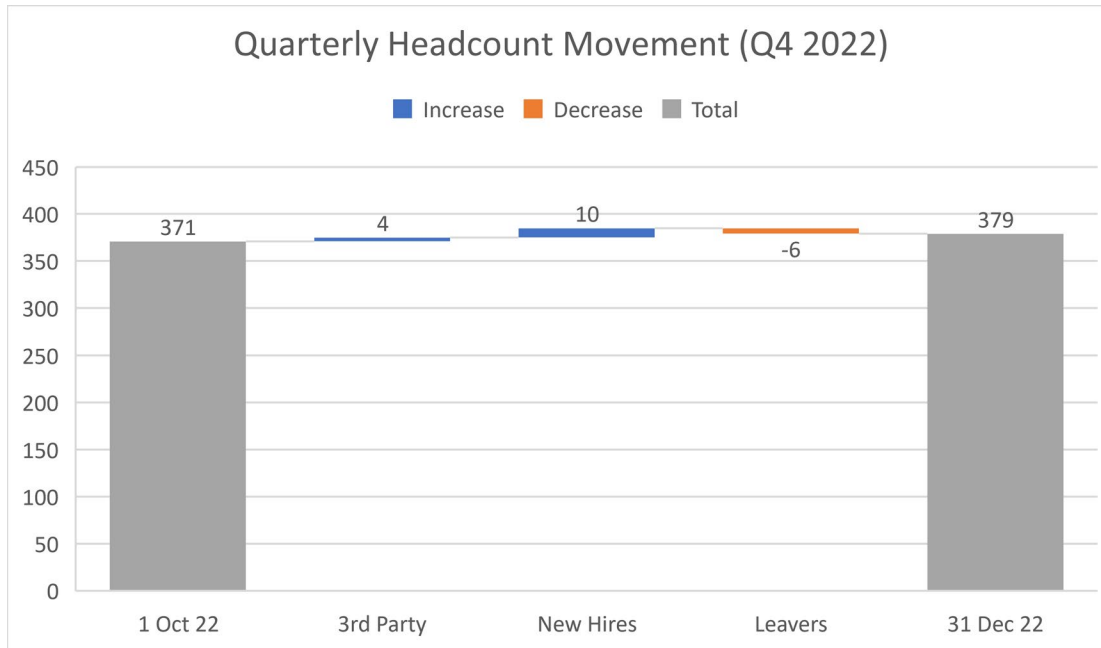
2.4 One of the new hires in Q4 2023 was a previous member of staff appointed to a temporary, variable role.

2.5 *Chart 1: Quarterly Headcount Movement 2023*
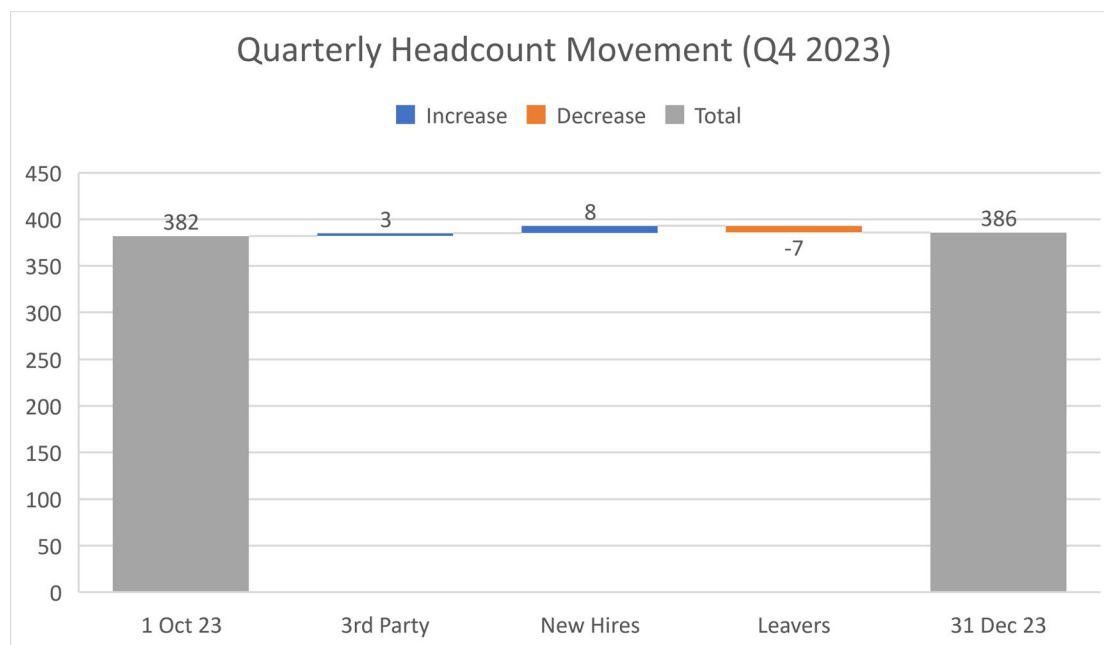


2.6 The following graph shows a comparison to the prior year.

## 2.7 *Chart 2: Quarterly Headcount Movement 2022*



Chart: Quarterly Headcount Movement (Q4 2022) — Legend: Increase, Decrease, Total. 1 Oct 22: 371; 3rd Party: 4; New Hires: 10; Leavers: -6; 31 Dec 22: 379.

## 2.8 Recruitment

2.9 Recruitment activities during the period are shown below:

### 2.10 *Table 1: Recruitment*

| Position | Status |
|---|---|
| Student Counsellor | Appointment made |
| Network and Systems Support Technician (Internal Vacancy) * | Appointment made |
| Workshop Steward (0.6 FTE) * | Appointment made |
| Plumbing and Gas Technician * | Appointment made |
| Temporary Payroll Administrator * | Appointment made |
| Asset Tracking Technician | Appointment made |
| Hospitality Stores Co-ordinator | Appointment made |
| Curriculum Manager - Health and Social Care (Internal Secondment) | Appointment made |

* started during this quarter

2.11    *Chart 3: Joiners and Leavers*
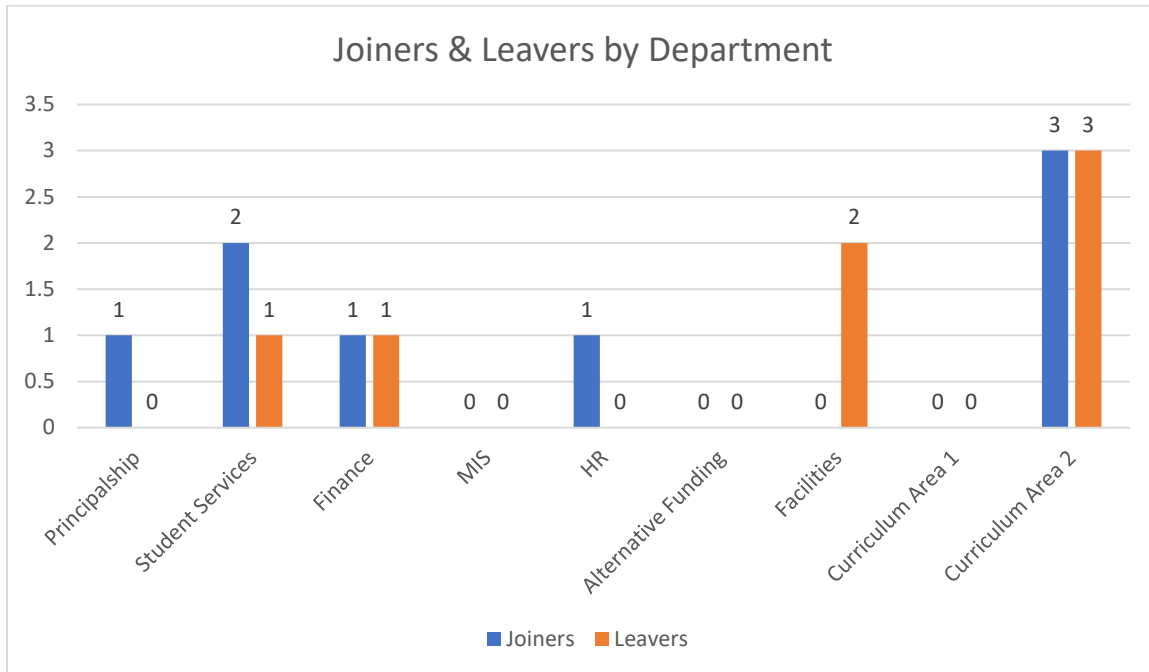


## 3   HEALTH & WELLBEING

3.1 Mental health initiatives continue to be at the forefront of College Health and Wellbeing efforts.  The College continues to raise awareness of the Access to Work Mental Health Support Service. This service, delivered by Maximus, offers support to employees who feel their wellbeing is impacting on their work, or stopping them from attending work. It is open to all employees, including apprentices, at South Lanarkshire College. Each month, the Access to Work Mental Health Support Service have designated days for one to one, virtual confidential appointments for the College.

3.2 Employees are informed about these sessions through the Microsoft Teams Wellbeing Activities page. Additionally, an animation explaining the Access to Work Support Service is promoted via Teams. https://vimeo.com/875592584

3.3 Maximus provide Employer Reports on referrals to the service from College staff. Referrals across the 2022 and 2023 period are shown below.

3.4 *Table 2: Referrals to Mental Health Support Services*

| Referrals by Year and Month - Access to Work Mental Health Support Service. | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Year | Jan | Feb | March | April | May | June | July | Sept | Oct |
| 2022 | | 1 | | | | | | 1 | 1 |
| 2023 | 1 | 2 | 2 | 2 | 3 | | 1 | 1 | 1 |

### 3.3 Wellbeing Initiatives

**3.3.1**    The onsite Chiropodist remains a popular service, following visits in October and November, where sessions continue to be in demand. Microsoft Bookings has continued to streamline the management of appointments for staff, reducing the administrative involvement from Human Resources.

3.3.2   The College is working with Access to Work to ensure employees are aware of the grant that funds practical support for those who have a disability, health or mental health condition. This support accommodates individual needs and ensures all the reasonable adjustments are in place so that the employee can do their job to the best of their ability.

3.3.3   The College provides support services to employees through partnerships with PAM Assist (the employee assistance programme) and the Access to Work Mental Health support service.

3.3.4   Staff and students have access to lunchtime mindfulness classes every Tuesday in the Library Group Study Room.

## 4   EMPLOYEE ENGAGEMENT

### 4.1 *Employee Engagement and Internal Communications*

4.1.1   The College continues to issue fortnightly updates to all colleagues, to provide a platform to raise awareness of College-wide activities. This approach has received positive feedback from staff.

4.1.2   In December 2023, staff were invited to a Festive Coffee afternoon in the canteen. Ryan Anderson, Carpentry and Joinery Lecturer, provided festive tunes. The event included the announcement of the champions in the 'Ultimate Christmas Quiz'. The top prize consisted of a lunch voucher for four at the Study Restaurant. In order to secure the first prize, participants had to create a team (maximum four members) with colleagues from around the College, come up with a fun team name, share a photo showcasing their Christmas spirit, and provide the most accurate answers. The competition was intense, with a total of 16 teams participating. The triumphant team, known as 'Santa's Little Painters,' belonged to the Painting and Decorating Team.



### *4.2 Equality, Diversity and Inclusion (EDI)*

4.2.1   Currently the focus of the College Development Network (CDN) EDI network of which South Lanarkshire College is a member, is the National Equality Outcomes which form part of the Tackling Persistent Inequalities Together report. The report evolved from an Equality and Human Rights Commission (EHRC) and Scottish Funding Council (SFC) Partnership.

4.2.2   The report outlines the persistent inequalities in the tertiary system and asks institutions to address them by contributing to a set of National Equality Outcomes (NEOs) as part of their Public Sector Equality Duty. It also confirms a new SFC Strategic Equality Outcome.

4.2.3   Planning is in place for collaborative event to be held later in the academic year to enable wider discussion.

4.2.4   The main focus of the publication is student inequalities but because students are part of a tertiary system the equality of their experience also relates to the diversity of staff and Boards/Courts for their institution as well as the representation within their student cohort. For this reason, some of the NEOs for some of the protected characteristics include staff and Court/Board membership. Tackling Persistent Inequalities Together

## 5   STAFF DEVELOPMENT ACTIVITY

5.1 The following graph shows the current learning and development activities across the College. The graph does not include all individual continuing professional development (CPD) requests which are reviewed and undertaken on an ongoing basis, including specific sessions from the staff development day.

*5.2 Graph 1: Staff Development Activity*
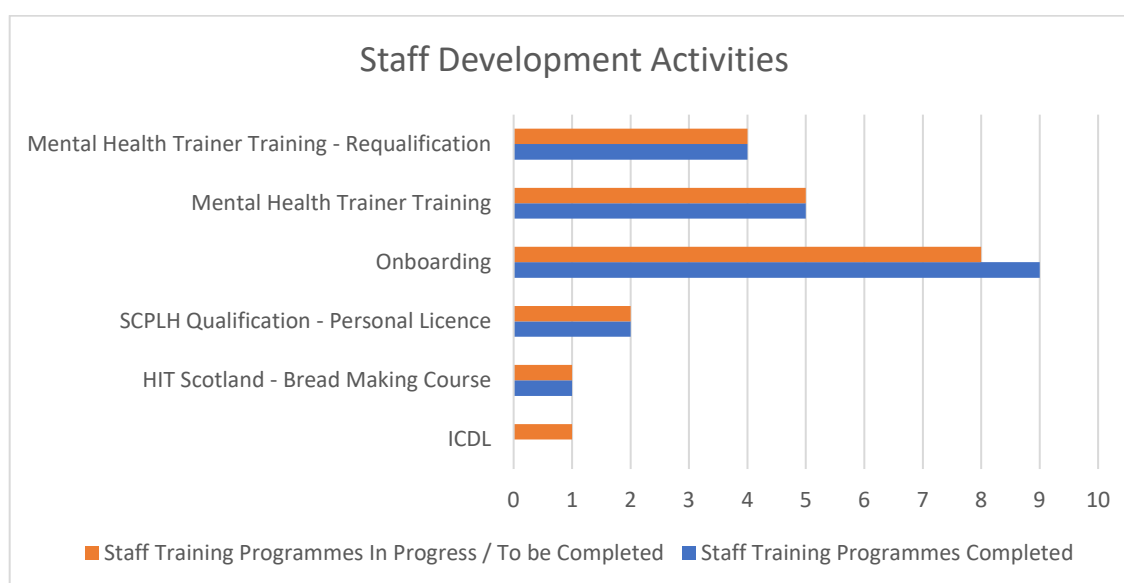


5.3 The new Teaching Qualification in Further Education (TQFE) cohort commenced in September 2022. This is the recognised in-service teaching qualification for FE lecturers in Scotland. The qualification is completed at Degree (SCQF 9) or Postgraduate (SCQF 11) level. There is no Professional Development Award (PDA) cohort planned for 2022/23 as the College is working to review, renew and develop more personalised support pathways for staff on their journey to TQFE.

5.4 There are currently 19 staff undertaking the Assessor and Verifier Awards. These are qualifications for assessors and verifiers of regulated, taught qualifications. They ensure consistency in the application of quality assurance and that occupational competence requirements of lecturers are met. An update on this will be provided at the next scheduled meeting of the Committee.
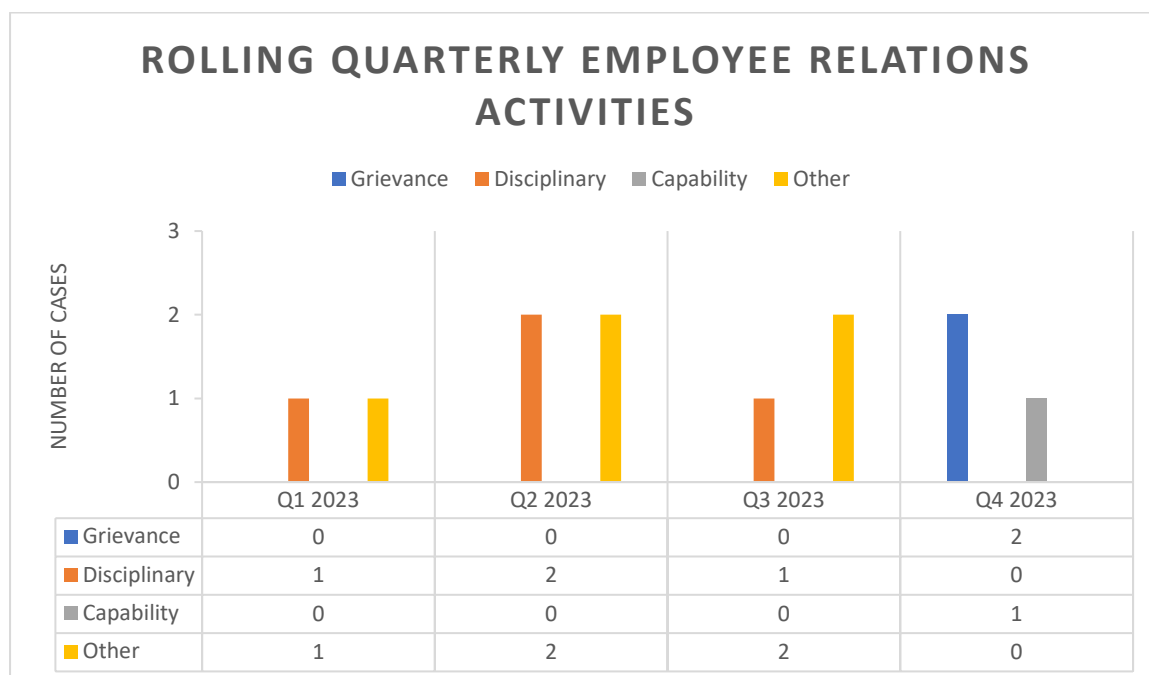
*5.5 Graph 2: Professional Development*



**Professional Development 2022/23**
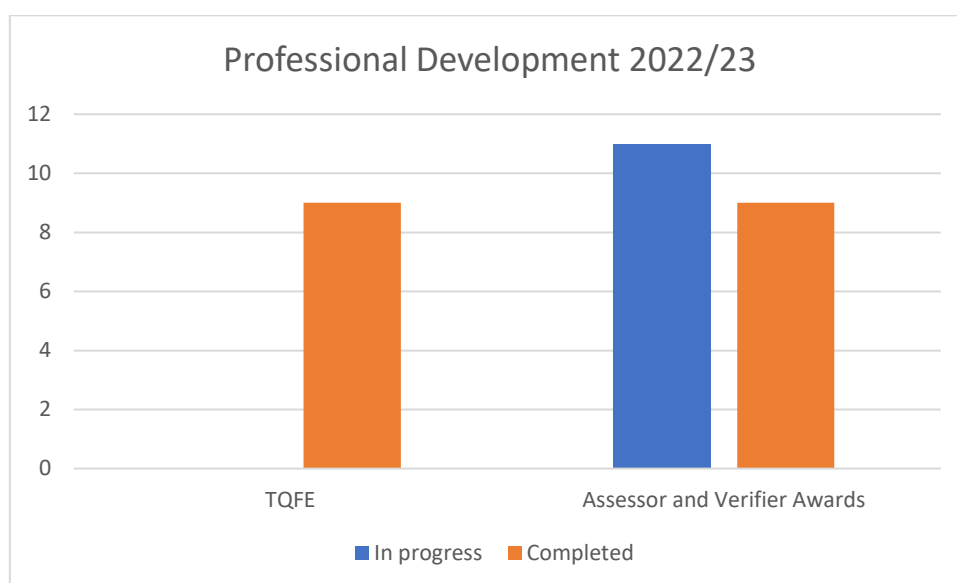
## 6. EMPLOYEE & INDUSTRIAL RELATIONS

### *6.1. Employee Relations*

6.2. The following graph demonstrates a drop in grievances, disciplinaries and other employee relations matters. There have been no formal capability matters over the 12-month rolling period.

6.3. Graph 3: Employee Relations Activity



**ROLLING QUARTERLY EMPLOYEE RELATIONS ACTIVITIES**

| | Q1 2023 | Q2 2023 | Q3 2023 | Q4 2023 |
|---|---|---|---|---|
| Grievance | 0 | 0 | 0 | 2 |
| Disciplinary | 1 | 2 | 1 | 0 |
| Capability | 0 | 0 | 0 | 1 |
| Other | 1 | 2 | 2 | 0 |

*6.4. Industrial Relations*

6.5. The College has been notified of EIS-FELA's "mandate for industrial action consisting of strike action and industrial action short of strike action."

    6.5.1.  EIS-FELA communicated that EIS members employed by South Lanarkshire College will be asked to undertake a programme of discontinuous industrial action consisting of strike action in pursuit of the dispute on the following date: February 29, 2024. Further dates will be notified in due course.

    6.5.2.  In line with the nationally agreed approach and the advice from the College's appointed legal adviser, Anderson Strathern, the College has advised all staff that the College will make salary deductions, up to 100%, for any breach of contract and that it considers:

        6.5.2.1.    the resulting boycott to be a breach of contract; and

        6.5.2.2.    working-to-rule to possibly be a breach of contract, depending on the actions of individual employees.

6.6. This College is aware of the risks to employee relations, and it is not the action that the College wishes to take, but the impact of ASOS for such a long period of time is very impactful on the students. This is the very first time that the sector has come together as one to manage an approach to ASOS. Members will be kept informed and updated.

6.7. In addition, the College made a complaint to UNISON that one of its representatives had demonstrated inappropriate behaviours during engagement with College staff and that their representative was disregarding the College's Attendance Management and Support Procedure, which UNISON had approved. UNISON responded with a complaint, relating to the Principal. The Chair of the Board has been addressing the complaint and further information can be provided as requested.

## 7. EQUALITIES

7.1. There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of this report.

## 8. RISK

8.1. The following risk is identified:

8.2. Failure to manage: the headcount; employee health and wellbeing; employee engagement; learning & development; and employee relations, could result in poor delivery for students.

## 9. RECOMMENDATIONS

9.1. Members are recommended to:

9.2. note and question the updates relating to Headcount Management, Health and Wellbeing, Employee Engagement, Learning and Development and Employee Relations.

Ref: AB/AS/ASOS
14 February 2024

To College Principals
By email only

Dear Principal

I write on behalf of the EIS to express our outrage at and unequivocal condemnation of, the threats issued towards EIS-FELA members in colleges across Scotland who are carrying out lawful industrial action in pursuit of a fair pay settlement. The EIS demands that all such threats are withdrawn.

As notified to all college employers by the EIS, EIS-FELA members, having taken part in a national statutory ballot, have achieved a legitimate mandate to carry out industrial action short of strike (ASOS) in the form of a working to rule and withholding of results, from Monday 12th February, with strike action to follow from a later date.

Despite the legitimacy of this action, the EIS has been informed that EIS-FELA members at many colleges have been threatened with pay deductions for participating in ASOS, in what the EIS believes to be a blatant attempt to stop them from taking part in this industrial action in pursuit of the pay settlement that is ridiculously long-overdue and that they should have received in September 2022.

Any lecturer being subject to intimidatory behaviour from any college employer is completely unacceptable and will be strongly challenged by the EIS. Any threat to EIS-FELA members' democratic and human right to take part in legitimate industrial action will be robustly defended.

On behalf of the EIS, I call on those Principals who have been doing so, to cease and desist from seeking to undermine EIS-FELA members' legitimate right to take industrial action short of strike, by threatening to withhold their wages, either in full or in part. If employers wish an end to the ASOS, rather than resort to vindictive, punitive, vengeful anti-trade union actions, they should undertake what is required to come to the negotiating table promptly with an improved pay offer that comes at no cost to jobs.

Further, we have learned that at least two colleges have stated that whilst they will deduct 100% of salary for any lecturer carrying out the ASOS, "any work they do perform will be performed voluntarily". Such an approach is akin to feudalism, not the Fair Work principles that colleges, as public bodies, are bound to uphold in 21st century progressive Scottish society.

Aggressive, vindictive anti-trade union tactics like this that threaten further detriment, not only to lecturers but to their children and families, have no place in a progressive society, in principle; in practice, they will merely serve to intensify and escalate the current long-running dispute, when every effort should be being made to negotiate an acceptable resolution and one which the EIS believes to be within grasp.

I have copied this correspondence to the Minister for Further and Higher Education, the Cabinet Secretary for Education and Skills, and the Cabinet Secretary for Fair Work, in addition to College Employers Scotland, for their information. Should there be any continuation of the shameful, anti-trade union threats towards EIS-FELA members, college employers can expect a heightened industrial and political response from the EIS and EIS-FELA, with the matter of bullying of lecturers by threats or actual docking of wages, being raised directly with the Scottish Government at the highest level.

I urge that all threats of deeming made to EIS-FELA members at every college where they have been levelled, are withdrawn, and that all college employers concentrate their collective efforts productively on seeking to improve the pay offer to Scotland's lecturers who have waited more than long enough for this.


Yours sincerely


Andrea Bradley
General Secretary

**HR COMMITTEE**

| | |
|---|---|
| **DATE:** | February 2024 |
| **TITLE OF REPORT:** | Quarterly Health and Safety Report |
| **REFERENCE** | 10 |
| **AUTHOR AND CONTACT DETAILS** | Craig Ferguson; Head of Facilities & Health & Safety<br>Craig.Ferguson@slc.ac.uk |
| **PURPOSE:** | To provide the Human Resources Committee with a summary of in-year performance to date. |
| **KEY RECOMMENDATIONS/ DECISIONS:** | Members are recommended to note:<br>• the issues raised at the Health and Safety Committee and follow up actions being taken;<br>• the accident reporting period and an increase of five from the previous quarter;<br>• the first aid update;<br>• the housekeeping update; and<br>• the fire activation update. |
| **RISK** | • That there is a failure to adhere to statutory and legislative health and safety requirements<br>• That a lack of staffing impacts on the service the area can provide. |
| **RELEVANT STRATEGIC AIMS:** | • Successful Students<br>• Highest Quality Education and Support<br>• Sustainable Behaviours |
| **SUMMARY OF REPORT:** | • Ventilation issues were raised in the Painting and Decorating workshops, and there were issues with fire doors reported at the last Health and Safety Committee.<br>• The College is continuing to monitor the number of staff undertaking the mandatory training and this deadline will be extended to the end of the academic year.<br>• There has been a slight increase in the number of accidents for this reporting period.<br>• The Health and Safety postholder is currently on sick leave, and the role is being covered by the Head of Facilities and Health and Safety, with support from a member of the HR team. This is being monitored.<br>• There were three fire alarm activations over the reporting period. |

**1    INTRODUCTION**

1.1 This paper provides an overview of health and safety activity from October 2023 to December 2023 reporting period. The College Health and Safety Committee meeting was held on the 30 October 2023. (Please see Annex A for minutes)

**2    COMPLIANCE**

2.1 There were issues raised at the Health and Safety Committee in October 2023 relating to the fire doors in the workshops which were recently installed, as some of them seemed to break easily. Note that these doors are in constant use to allow for ventilation within the workshops.  A survey of the fire doors has been completed and the College is awaiting a formal report. Repairs will be carried out once this has been received and also the company has been asked to re check all of the doors. A longer term solution would be to look at ways in which a ventilation system could be installed in the workshops, however it is likely that this would require significant investment.

2.2 Another issue raised was related to the Painting and Decorating workshops which was again related to ventilation. There is a ventilation system, but staff were concerned that it was not effective due to strong smelling paint fumes**.** An Occupational Hygiene company has undertaken an assessment of the systems in use and testing the workshops over a period of use. The College is expecting the report shortly**.** The College does not use any lead based (or toxic) paints, and staff have access to appropriate personal protective equipment (PPE). Members will be updated once the report has been received.

**3    TRAINING**

3.1 The College launched new online courses for mandatory training for all staff back in August 2023. This includes a refresher on health and safety, the modules were due to be completed by the end of October 2023, however this was extended to enable staff to allocate time in conjunction with their existing workload. This continues to be ongoing and given the amount of training it is likely that this deadline will be extended to the end of the academic year.

**4    ACCIDENTS AND FIRST AID**

4.1 The accident reporting period is from October to December 2023. During this period there were nineteen minor accidents reported, which is an increase of three from the previous quarter. (Annex B) Members should note that there were no RIDDOR incidents. There were very slight increases and decreases across a couple of categories, however, there is no particular pattern and nothing of concern.

4.2 First Aid procedures are in the process of being developed to improve reliability of call to action. Any changes are sent to all staff via the College Newsletter as well as First Aiders being notified formally through meetings. The rota has been updated to ensure that there is adequate cover across the College and clarity has been given to First Aiders on expectations of their role.

## 5   HOUSEKEEPING

5.1 The Health and Safety Housekeeping inspections have resumed, and reports are to follow in due course. Note that the current postholder is unfortunately on sick leave, therefore the Head of Facilities and Health and Safety is covering the role. This is being monitored and if workload increases then, further support and cover can be arranged. At the moment a member of the HR team who has experience in Health and Safety from previous roles has also been supporting the area.

## 6   FIRE ALARM ACTIVATION

6.1 There were three fire alarm activations over the reporting period, which were caused by vaping in the ground and lower ground toilet. Reminders to students have been sent and curriculum teams are being asked to follow the Attendance and Disciplinary Procedures.

## 7   RISK

7.1 That there is a failure to adhere to statutory and legislative health and safety requirements.

7.2 That a lack of staffing impacts on the service the area can provide.

## 8   EQUALITIES

8.1 There are no new matters for people with protected characteristics or from areas of deprivation which arise from consideration of the report**.**

## 9   RECOMMENDATIONS

9.1 Members are recommended to note:

9.1.1   the issues raised at the Health and Safety Committee and follow up actions being taken;

9.1.2   the accident reporting period and an increase of five from the previous quarter;

9.1.3   the first aid update;

9.1.4   the housekeeping update; and

9.1.5   the fire activation update

**ANNEX A**

<h1 style="text-align:center">MINUTES OF HEALTH AND SAFETY MEETING<br>30/10/23 10am</h1>

**Attendees**

Present: Stella McManus, Elaine McKechnie, Deborah Lawson, Gary McIntosh, Alisdair McTavish, Rhona Keys, Fraser McCormick, Mandy Murray, Susan Thorburn John Dick, Richard Lawton.

1. **Apologies**

    Craig Ferguson, David Auchie, Chelsea Coleman

2. **AIR Log Operational**

    AIR log reviewed and updated.  Please see Teams folder)

3. **Minutes of Previous Meeting (18.04.23)**

    - **Accident Report (Quarter Figures)**
    - **Fire Report (Quarter Figures)**
        - Facilities Department implemented new process to manage the Scottish Fire & Rescue Service change to attending fires.
    - **Curriculum Area 1: Care**
        - JD implemented new Fire Warden procedures that covers Fire Wardens to go into Annexe after a fire drill to say it is all clear
        - JD reviewed college Lone Working Policy and implemented.
    - **Health and Safety Training**
        - Physical training for Staff Development Day on H&S policy delivered.
        - JD carrying out ongoing regular monthly training for all staff.
    - **Housekeeping**
        - JD and FM started new regime of monthly housekeeping H & S checks on 30.10.2023.
        - JD will issue monthly housekeeping H & S to CMs
        - Facilities will create jobs on Facilities Helpdesk to fix housekeeping H & S issues.
        - JD will liaise with CMs and Facilities on job progression.
    - **Extraction in Painting department (Wet Trades)**
        - JD has collated a list of all chemicals being used and passed them to external organisations that do Occupational Hygiene Monitoring
        - JD received 1 quote back so far and waiting 2 more quotes for Occupational Hygiene Monitoring from external organisations.

4. **Accident Report (Quarter Figures)**
    - Low level accidents in period reported 1st July to 30th September 2023
    - RK confirmed a mattress has been bought to support student during any first aid incident and can be utilised for teaching purposes.

- ST brought up an issue about a staff member banging their head during the demolition of internal concrete wall and was resolved by CF.
- **ACTION** Emails sent by CF on this matter to be sent to ST

## 5. Fire Report (Quarter Figures)
- A Fire Evacuation drill where he blocks certain fire exits to see how staff and students react.
- **ACTION** JD will liaise with key staff with fire evacuation drill plan and support assisted students with this drill.

## 6. Health and Safety Training Report (Quarter Figures)
- **ACTION** JD carry regular monthly training for all staff in Boardroom last Friday of each month
- **ACTION** JD liaise with CMs to attend Curriculum Areas Team meetings to cover H&S training.

## 7. Facilities Update
- DL informed we are preparing for winter, dealing with ongoing issues and planning for the future
- Slabs at front of college uneven. DL advised with committee we being supported by Procurement to source a contractor to repair this are
- RK brought up issue with floor boxes in workroom 205 are a trip hazard. DL advised these floor boxes obsolete and needs to speak with CF about long term solution.
- **ACTION** DL create signage for slab area.
- **ACTION** DL create signage and discuss with CF

## 8. Health & Safety Policy
- SM informed no major changes in policy but was submitted to the Board for approval for 2023-24.

## 9. First Aid changes
- JD informed all First Aiders have phones updated.
- New rota in place
- All First Aiders sign in by 0930
- WiFi – Gavin from MIS is working on improving this
- If First Aiders when contacted can't' attend first aid incident, they will be struck off
- **ACTION** HR/JD – informal interview for potential new staff prior to signing up to being a First Aider to ensure they what they are signing up for
- **ACTION** SM – First Aid procedures in Newsletter
- **ACTION** JD – speak to MM add Safeguard Leads to First Aid Teams Group

## 10. Health & Safety Walk rounds
- JD and FM started new regime of monthly housekeeping H & S checks on 30.10.2023.

- JD will issue monthly housekeeping H & S to CMs
- Facilities will create jobs on Facilities Helpdesk to fix housekeeping H & S issues.
- JD will liaise with CMs and Facilities on job progression.

**11. A.O.C.B**

- PAT Testing – RK asked about PAT testing assets. Building Supervisors are carrying this out on new electrical goods.  Long term Asset Tagging exercise will be carried out by an Asset Tagger and on a new system.
- Flu vaccination – GM informed only 40 people have taken up the flu vaccination this year. ACTION ALL It is still available for all staff so please inform your teams.
- Mandatory HR Training:  The deadline of 31st October will be extended and if all staff can make time to complete assigned modules. Any issues consult your line manager or HR
- Building Security – ST informed about lack of security in cash office behind reception area. ACTION MM and EM will arrange a meeting to discuss this issue further.
- Risk Assessments for Student Trips with minibus -SM highlighted risk assessments should be done 2 weeks in advance of trip date. **ACTION** (add to AIR log) - CMs inform Curriculum Teams to complete a risk assessment and send to Facilities Helpdesk with minibus booking request.

**ANNEX B: REPORTING ANALYSIS**

| Accident Type | Oct - Dec 2023 | Previous Quarter |
|---|---|---|
| Allergic Reaction | 0 | 0 |
| Cuts | 11 | 7 |
| Burns | 1 | 0 |
| Chest/back pain | 1 | 0 |
| Sick/Faint | 2 | 2 |
| Bang/Fall | 2 | 5 |
| Seizure | 0 | 1 |
| Panic Attack | 1 | 0 |
| Eye | 1 | 1 |
| | | |
| | | |
| **Total** | **19** | **16** |

**HR COMMITTEE**

| DATE: | 22 February 2024 |
|---|---|
| TITLE OF REPORT: | Absence Management |
| REFERENCE: | 11 |
| AUTHOR AND CONTACT DETAILS | Gary McIntosh, Head of Human Resources<br>gary.mcintosh@slc.ac.uk |
| PURPOSE: | Provide the HR Committee with a quarterly update on Absence Management. |
| KEY RECOMMENDATIONS/ DECISIONS: | Members are recommended to:<br>• note the contents of this report; and<br>• note the additional information provided in the appendix. |
| RISK | The following risks are identified:<br>• adverse business, employee and student impact of long term and/or frequent absence; and<br>• financial impact of absences. |
| RELEVANT STRATEGIC AIM: | • Successful Students – skilled & knowledgeable staff<br>• Highest Quality Education & Support – valued & enthusiastic staff; high-quality support services; productive partnerships<br>• Sustainable Behaviours – effective leadership and management; excellent governance; appropriate risk management |
| SUMMARY OF REPORT: | Whilst there is an improvement in the absence rate since the beginning of the calendar year at 8.85%, the overall rates are still noticeably higher than benchmark information.<br><br>Long-term sickness continues to drive these numbers.<br><br>Approximately salary cost of £121,301 is a direct cost for these absences, which is 956 working days over the quarter. This does not consider the costs of overtime, replacements, impact of service and salary oncosts.<br><br>The overall absence frequency rate sits at 52%, which is the equivalent of 5.31 days absence for every employee, during the quarter. |

# 1 INTRODUCTION

1.1 This paper seeks to provide members with an overview of Absence Management for South Lanarkshire College for the period of 1st October to 31st December 2023.

# 2 FIVE YEAR ROLLING ABSENCE DATA

2.1 The College rolling absence percentages are shown in the graph below. The current absence rate has increased to 8.85%. Absence rates remain above the official average data from the Office for National Statistics (ONS). The table below is updated with the ONS 2021 Absence Rates data:

*2.2 Table 1: ONS 2021 Absence Rates*

| UK | Scotland | Public Sector | Education |
|----|----------|---------------|-----------|
| 2.2% | 2.1% | 3.0% | 2.2% |

2.3 Unofficial Scotland Colleges data highlights an average range of between 1.4% and 3.6% for academic year 2020-2021 versus the College average of 4.2%. The average range for academic year 2021-2022 is between 3.13% and 5.5% versus the South Lanarkshire College average of 6.7%. The College anticipates that the introduction of the new Attendance Management Policy will provide appropriate support for employees and will have a positive impact on these figures.

*2.4 Chart 1: Rolling Percentage Comparison*
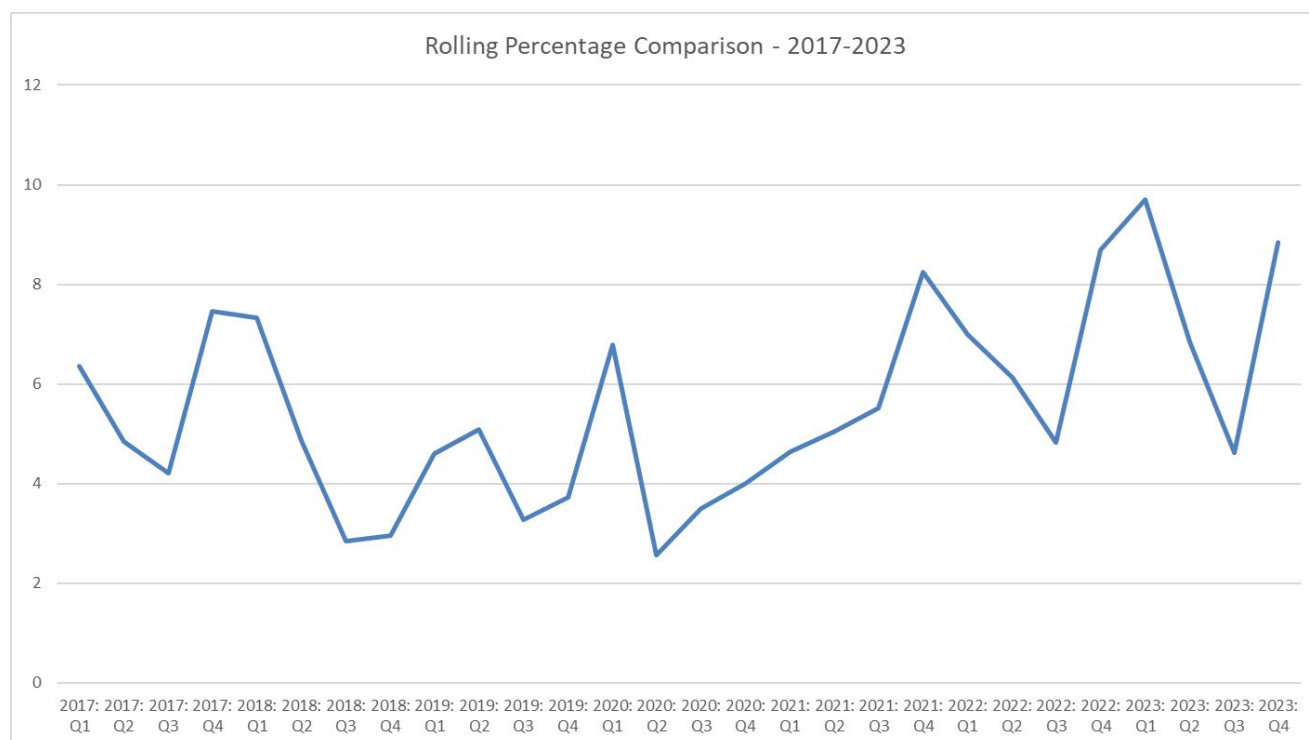


# 3 DEPARTMENTAL ABSENCE DATA

3.1 The following graph shows that long-term sickness is a key driver of overall absence figures, with 75.57% of absences being longer than three weeks.  Comparative data from the Office of National Statistics 2021 Absence report highlights that similar absence categories that are comparable to College Long-Term Absences (categories of "mental health conditions" and "musculoskeletal problems") are 27.6% of total absences.

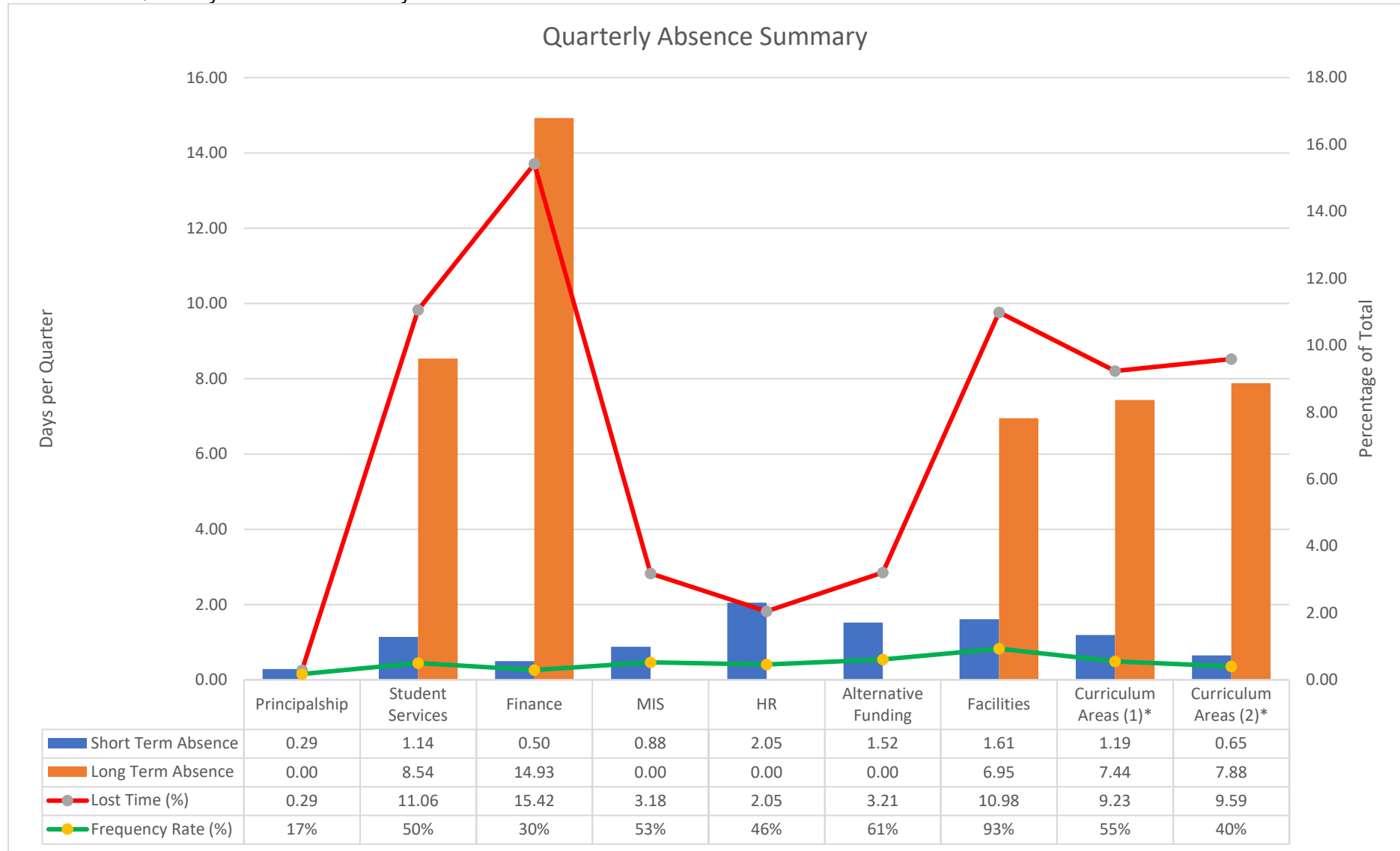3.2 The graph below also highlights the following:

3.2.1 Lost time (%) per department which expresses the percentage of total time available which has been lost due to absence. The College has lost 8.85% of available working days to absences. The Finance, Student Services and Facilities teams have higher lost time rates than other areas of the College. The approximate salary cost of lost time is £121,301.40. This does not consider the costs of overtime, replacements, impact of service and salary oncosts.

3.2.2 Frequency rate (%) per department, which is measured as the average number of absences per employee, based on the department headcount and the number of days absence in the department, expressed as a percentage. Facilities and Alternative Funding teams have higher frequency rates of absence based on headcount due to an increase in the proportionate number sickness instances.

3.3 Further information can be found in Annex 1.

3.4 Chart 2: Quarterly Absence Summary



## Quarterly Absence Summary

|  | Principalship | Student Services | Finance | MIS | HR | Alternative Funding | Facilities | Curriculum Areas (1)* | Curriculum Areas (2)* |
|---|---|---|---|---|---|---|---|---|---|
| Short Term Absence | 0.29 | 1.14 | 0.50 | 0.88 | 2.05 | 1.52 | 1.61 | 1.19 | 0.65 |
| Long Term Absence | 0.00 | 8.54 | 14.93 | 0.00 | 0.00 | 0.00 | 6.95 | 7.44 | 7.88 |
| Lost Time (%) | 0.29 | 11.06 | 15.42 | 3.18 | 2.05 | 3.21 | 10.98 | 9.23 | 9.59 |
| Frequency Rate (%) | 17% | 50% | 30% | 53% | 46% | 61% | 93% | 55% | 40% |

| | |
|---|---|
| **\*Breakdown of Curriculum Areas** | |
| Curriculum Areas (1): | Accounting and Legal |
| | Beauty Therapy and Sport |
| | Early Education and Childcare |
| | Hairdressing and Make Up Artistry |
| | Health and Social Care |
| | Learning Development |
| | Life Science |
| | |
| Curriculum Areas (2): | Building Services |
| | Built Environment |
| | Business, Management and Media |
| | Carpentry and Joinery |
| | Hospitality, Events and Tourism (inc Horticulture) |
| | Wet Trades |

## 4 EQUALITIES

4.1 Reasons for the absences include a number of protected characteristics.  Where applicable, the College seeks professional, medical guidance from Occupational Health to ensure that support and decisions are consider medical reasons.

## 5 RISK
5.1 The following risks are identified:
5.2 adverse business, employee and student impact of long term and/or frequent absence; and
5.3 financial impact of absences.


## 6 RECOMMENDATIONS

Members are recommended to:

- note the contents of this report; and
- require further updates to be taken to the Committee for monitoring.

**ANNEX 1: ABSENCE MANAGEMENT: STAFF ABSENCE FIGURES**

## 1 STAFF ABSENCE FIGURES

### 1.1 Table 1: College Overview

| Department | FTE | Instances | Days Available | Days Lost | % Lost | Instances per FTE | Days Lost per FTE |
|---|---|---|---|---|---|---|---|
| Principalship | 5.75 | 1 | 345 | 1 | 0.29 | 17% | 0.17 |
| Student Services | 21.86 | 11 | 1311.6 | 145 | 11.06 | 50% | 6.63 |
| Finance | 6.7 | 2 | 402 | 62 | 15.42 | 30% | 9.25 |
| CMIS | 15.2 | 8 | 912 | 29 | 3.18 | 53% | 1.91 |
| HR | 6.5 | 3 | 390 | 8 | 2.05 | 46% | 1.23 |
| Alternative Funding | 9.87 | 6 | 592.2 | 19 | 3.21 | 61% | 1.93 |
| Facilities | 26.86 | 25 | 1611.6 | 177 | 10.98 | 93% | 6.59 |
| Curriculum Area 1 | 61.4 | 34 | 3684 | 340 | 9.23 | 55% | 5.54 |
| Curriculum Area 2 | 84.15 | 34 | 5049 | 484 | 9.59 | 40% | 5.75 |
| **TOTAL** | **238.29** | **124** | **14297.4** | **1265** | **8.85** | 52% | 5.31 |

| APPROXIMATE SALARY COST OF STAFF ABSENCE: |
|---|
| (Based on an average salary of £35,000 per annum) |
| **£121,301.40** |

**1.2 Table 2: Long Term Sickness (any absence over 3 weeks)**

| Department | FTE | Days Available | Days Lost | % long-term sickness | No. staff long-term sickness |
|---|---|---|---|---|---|
| Principalship | 5.75 | 345 | 0 | 0.00 | 0 |
| Student Services | 21.86 | 1311.6 | 112 | 9.15 | 2 |
| Finance | 6.7 | 402 | 60 | 14.93 | 1 |
| CMIS | 15.2 | 912 | 0 | 9.92 | 0 |
| HR | 6.5 | 390 | 0 | 0.00 | 0 |
| Alternative Funding | 9.87 | 592.2 | 0 | 0.00 | 0 |
| Facilities | 26.86 | 1611.6 | 112 | 2.36 | 5 |
| Curriculum Area 1 | 61.4 | 3684 | 274 | 0.00 | 9 |
| Curriculum Area 2 | 84.15 | 5049 | 398 | 4.17 | 12 |
| **TOTAL** | **238.29** | **14297.4** | **956** | **6.69** | **29** |

**1.3 Table 3: Short Term Sickness**

| Department | FTE | Days Available | Days Lost | % short-term sickness | No. staff short-term sickness |
|---|---|---|---|---|---|
| Principalship | 5.75 | 345 | 1 | 0.29 | 1 |
| Student Services | 21.86 | 1311.6 | 15 | 1.14 | 7 |
| Finance | 6.7 | 402 | 2 | 0.50 | 1 |
| CMIS | 15.2 | 912 | 8 | 0.88 | 3 |
| HR | 6.5 | 390 | 8 | 2.05 | 3 |
| Alternative Funding | 9.87 | 592.2 | 9 | 1.52 | 4 |
| Facilities | 26.86 | 1611.6 | 26 | 1.61 | 10 |
| Curriculum Area 1 | 61.4 | 3684 | 44 | 1.19 | 20 |
| Curriculum Area 2 | 84.15 | 5049 | 33 | 0.65 | 15 |
| **TOTALS:** | **238.29** | **14297.4** | **146** | **1.02** | **64** |

**HR COMMITTEE**

| DATE | 22 February 2024 |
|---|---|
| **TITLE OF REPORT** | HR System Project Update |
| **REFERENCE** | 12 |
| **AUTHOR AND CONTACT DETAILS** | Gary McIntosh, Head of Human Resources<br>gary.mcintosh@slc.ac.uk |
| **PURPOSE:** | Update members on the progress of the HR System Project. |
| **KEY RECOMMENDATIONS/ DECISIONS:** | Members are recommended to:<br>• note the update on the progress of the installation of the new HR system; and<br>• note the project stage update. |
| **RISK** | The following risks apply:<br>• failure to automate HR procedures will impact adversely on the ability of the College to implement successfully the Board's HR & People Strategy and Strategic Priorities;<br>• additional staff may be required to continue with manual procedures at a time of budget reductions; and<br>• automation will contribute to compliance with Data Protection legislation and reduce the possibility of a data breach. |
| **RELEVANT STRATEGIC AIM:** | • Successful Students<br>• The Highest Quality Education and Support<br>• Sustainable Behaviours |
| **SUMMARY OF REPORT:** | This report provides a status update on the implementation of the new HR systems and includes a summary of the project stages. |

# 1. INTRODUCTION

1.1. This paper provides an update on the status of the HR System Project.

# 2 BACKGROUND

2.1 The Board previously approved for the College to acquire and implement an integrated HR & Payroll System. Following a thorough procurement process with APUC, the College has signed an agreement with MHR for the provision of their system "iTrent".

# 3 STATUS UPDATE

3.1 A Project Initiation Meeting took place on 23rd March 2023, introducing the team, the project scope and the project plan. A summary of the agreed project "stage gates" is below.

*3.2 Table 1: Stage Gate Summary*

| Stage Gate 1 | Stage Gate 2 Design & Build | Stage Gate 3 UAT | Stage Gate 4 Go Live | Stage Gate 5 BAU | Stage Gate 6 Closure |
|---|---|---|---|---|---|
| Agree to proceed with project | Blueprints reflect the functional deliverables and built to Live | UAT and Data Transfer to Live are complete | Project is ready to Go Live | Successful Go Live and core modules are ready to closure and hand to BAU | All modules have been successfully delivered |
| *Target:* March 2023 **Complete** | *Target:* April / May 2023 **Complete** | *Target:* May 2023 **In progress** – Revised target – March 2024 | *Target:* June 2023 Revised target – March 2024 | *Target:* July 2023 Revised target – April 2024 | *Target:* September 2023 Revised target – May 2024 |

3.3 Members will note that Stage Gate 3 is still pending beyond the target date. Due to a delay in dealing with escalating issues, the project schedule was revisited, with new target dates provided in the table above.

3.4 Members can review the system capabilities on the following video demonstration for the Education Sector: https://www.youtube.com/watch?v=bhLiP6gzydo

3.5 There has been a slight update to the implementation costs, shown below:

| Item | Cost |
|---|---|
| Fixed price Implementation for 7-month period 28/02 to 27/09/2023. | £65,170 |
| Additional order for 12 hours consultancy to support data issues | £2,280 |
| Total SLC Additional costs for implementation | £5,320 |
| New Total for Implementation | £72,770 |
| Total overspend | £7,600 |

## 4   EQUALITIES

4.1 There are no new matters for people with protected characteristics or those from areas of multiple deprivation which arise from consideration of the report.

## 5   RISK

5.1 The following risks apply:

5.1.1   failure to automate HR procedures will impact adversely on the ability of the College to implement successfully the Board's HR & People Strategy and Strategic Priorities;

5.1.2   additional staff may be required to continue with manual procedures at a time of budget reductions; and

5.1.3   automation will contribute to compliance with Data Protection legislation and reduce the possibility of a data breach.

## 6   RECOMMENDATIONS

6.1 Members are recommended to:

6.1.1   note the update on the progress of the installation of the new HR system; and

6.1.2   note the project stage update.