

## HUMAN RESOURCES COMMITTEE

### NOTICE

There will be a meeting of the Human Resources Committee on 14th September 2023 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
	<b>Matters for Decision</b>	
05	Health & Safety Policy	Y
	<b>Matters for Discussion</b>	
06	Proposed Action Plan – Investors in People	Y
07	Internal Audit – Staff Recruitment and Retention	
	<b>Matters for Information</b>	
08	Quarterly HR Report	Y
09	Quarterly Health & Safety Report	Y
10	Absence Management	Y
11	SPPA Pension Reporting Status Update	Y
12	HR System Project Update	Y
13	Industrial Action	Y
	<b>Reserved Items of Business</b>	
14	Employment Tribunal Updates	Y
15	Bereavement	Y
	Items 14 and 15 not for publication as they contain personal data	
16	<b>Any Other Business</b>	N
17	<b>Summation of Actions and Date of Next Meeting</b>	N

Draft



## HUMAN RESOURCES COMMITTEE

<b>Minutes</b>
Meeting of the Human Resources Committee on 23 <sup>rd</sup> May 2023 at 17:30 hours held in the Boardroom and on Teams

<b>Present</b>	<b>In Attendance</b>
C McDowall (Committee Chair) S McManus (Principal) A Doherty (Staff Member) D Morrison F Whittaker  P Scott (Governance Professional) as Clerk	G McIntosh (Head of HR)
01	<b>Apologies for Absence</b>  None
02	<b>Declaration of any potential Conflicts of Interest in relation to any Agenda items</b>  None intimated
03	<b>Minutes of Previous Meeting</b>  Approved after minor amendment
04	<b>Matters Arising from the Previous Meeting</b>  Under Item 05 it was confirmed that the Employee Code of Conduct had been placed before the Board for approval Under Item 18 it was confirmed that the potential failure to comply with part-time pension contributions had been notified to the Audit & Risk Committee
	<b>Matters for Decision</b>
05	<b>Local Recognition &amp; Procedure Agreement</b>  The Committee considered the paper as tabled and as referred to for its detailed terms. The committee noted the contents of the Report and Draft Agreement and approved as an <b>action point</b> the proposal to enter into conversations with EIS-FELA & UNISON to discuss this further.

	<p>As a general point Para 3.2 of the draft might usefully be revisited to consider the implications of home working. This was clearly covered as part of the Health Safety &amp; Welfare Policy but perhaps it might be appropriate to give this special mention, As a general point on use of facilities (para5.5.1) the Committee suggested that the College would need to be flexible in the spirit of support and collaboration. This was however a good starting point – consultation was the key to building good relationships</p>
06	<p><b>Governance Rolling Review</b></p> <p>The Governance Professional spoke to the background of the Rolling Review which built upon the successfully completed Governance Improvement Plan. It was especially important that staff stakeholders should have input to this process and the Trade Unions had already been approached. What was sought from the Committee members were suggestions as to topics which could usefully be incorporated into the detail of the review. His intention was to place an outline before the Board for comment and then seek to flesh out the detail with the support of the Internal Auditors.</p> <p>Points to take forward were suggested as being:-</p> <ol style="list-style-type: none"> <li>1. A mechanism, acceptable to staff, whereby Board Members could meet and engage with students within the classroom environment.</li> <li>2. Guidance from Senior Management as to how best to connect with staff &amp; students.</li> <li>3. Some means of incorporating staff input into the Board self-evaluation process</li> <li>4. Building Schools For a and events to improv stakeholder input to the work of the college.</li> </ol> <p>As an <b>action point</b> the Governance Professional was tasked with taking an updated draft, incorporating all suggestions, to the Board for further consideration.</p>
	<p><b>Matters for Discussion</b></p>
07	<p><b>Recruitment Review – Principal &amp; Chief Executive</b></p> <p>In respect of the recent Recruitment of a new Principal, there had been good responses and good feedback from the candidates.</p> <p>The involvement of students in the appointment had been a positive.</p> <p>The process had been well prepared and had been very professional.</p> <p>This should inform the process of future recruitment going forward.</p> <p>The Committee welcomed the good outcome which had been achieved.</p>
	<p><b>Matters for Information</b></p>
08	<p><b>Quarterly HR Report</b></p> <p>The Committee considered the Quarterly Update as presented and as referred to for its detailed terms.</p> <p>The Report was well presented &amp; informative and the committee was pleased to note, for example, that the number of grievances taken out had dropped and that there were no capability issues.</p>
09	<p><b>Quarterly Health &amp; Safety Report</b></p> <p>The Committee considered the Report as tabled and as referred to for its detailed terms.</p> <p>The Report was clear and unambiguous.</p> <p>On a point of information, the Committee sought clarification regarding on-campus defibrillators. As an <b>action point</b> the Principal was requested to report back on the locations of defibrillators and sufficiency of staff trained in their use.</p>

	<p>The committee expressed concern that because of budget cuts the Fire Brigade would not automatically respond to alarms but were re-assured that adequate measures were in place to deal with emergencies on a round-the-clock basis.</p>
10	<p><b>Absence Management</b></p> <p>The Committee considered the Report as tabled and as referred to for its detailed terms. The Report was clear and raised no matters of concern. The committee was pleased to note that the availability of Mental Health Counselling appeared to have been effective in reducing long term absences.</p>
11	<p><b>SPPA Pension Reporting Status Update</b></p> <p>The Committee considered the Report as tabled and as referred to for its detailed terms. The Report was clear and all appeared to be on track except for an isolated delay in the return of Overdue Leavers Forms in November 2022.</p>
12	<p><b>HR System Project Update</b></p> <p>The Committee considered the Update as tabled and as referred to for its detailed terms. The Report was clear and demonstrated that all was going well. It had been time consuming but was worthwhile. Staff support training was well in hand and would address issues such as digital illiteracy.</p>
	<p><b>Reserve Items of Business</b></p>
13	<p><b>Proposed Next Policies &amp; Procedures</b> Not for publication being a draft document only</p> <p>The committee received a status overview of policies and procedures and considered prioritisation of next policies and procedures. Discussions were positive and amongst issues considered were: -</p> <ol style="list-style-type: none"> <li>1. Sustainable procurement</li> <li>2. Ethics and the social media</li> <li>3. Carbon management</li> <li>4. The rapidly developing field of information ethics</li> </ol>
14	<p><b>No matters were raised under Any Other Business</b></p>
15	<p><b>Summation of Actions and Date of Next Meeting</b></p> <p>The calendar of meetings would be addressed at the next Board Meeting The Action Points were all as minuted above.</p>

### HUMAN RESOURCES COMMITTEE

<b>DATE</b>	14 September 2023
<b>TITLE OF REPORT</b>	Health and Safety Policy 2023-24
<b>REFERENCE</b>	05
<b>AUTHOR AND CONTACT DETAILS</b>	Stella McManus, Principal & Chief Executive <a href="mailto:Stella.McManus@slc.ac.uk">Stella.McManus@slc.ac.uk</a>
<b>PURPOSE:</b>	To ask Members to approve the revised and updated Health and Safety Policy for 2023-24
<b>KEY RECOMMENDATIONS/ DECISIONS:</b>	Members are asked to: <ul style="list-style-type: none"> <li>• approve the Health and Safety Policy 2023-24.</li> </ul>
<b>RISK</b>	<ul style="list-style-type: none"> <li>• That the staff do not follow the policy resulting in a breach of the College's statutory health and safety duties.</li> </ul>
<b>RELEVANT STRATEGIC AIM:</b>	<ul style="list-style-type: none"> <li>• Successful Students</li> <li>• The Highest Quality Education and Support</li> <li>• Sustainable Behaviours</li> </ul>
<b>SUMMARY OF REPORT:</b>	<ul style="list-style-type: none"> <li>• The College last updated its Health and Safety Policy for in 2022-23 in order to ensure that it meets its statutory duties as set out by the Health and Safety at Work Act 1974. This policy does not have any changes.</li> <li>• Senior members of staff and the Board of Management including the Chair, the Chair of the HR Committee, the Principal and the Senior Leadership Team will be asked to sign the policy to ensure that they have understood their duties. This will also be the case for the Head of Facilities and Health and Safety.</li> <li>• The shows the statutory responsibilities of all staff and students across the College as well as on site contractors, and it is good practice to review annually and to re sign as a reminder of duties.</li> <li>• This approach also has consideration for those staff and students with significant challenges and they would not be impacted negatively by this Policy. As such, there are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report</li> </ul>



South  
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College  

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East Kilbride

# HEALTH AND SAFETY POLICY

Version Number: 2.1

## Document Information

<b>Procedure Published/Created:</b>	Health and Safety Policy
<b>Reviewed Date:</b>	August 2023
<b>Owner:</b>	Craig Ferguson
<b>Approved by:</b>	
<b>Equality Impact Assessment:</b>	Yes
<b>Next Review Date:</b>	July 2024

## Version History

Version Number	Date	Author	Rationale
2.0	August 2022	Stella McManus	Statutory duty
2.1	August 2023	Craig Ferguson	Annual Verification of update

## Quick Links

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# STATEMENT OF GENERAL POLICY

The Board of Management, the Principal, and the Senior Leadership Team (SLT) recognise that provision of a safe and healthy working environment is essential to the well-being of staff and students and the success of South Lanarkshire College.

In line with the Health and Safety at Work Act 1974 the College is aware of its duty to ensure, so far as is reasonably practicable, the health, safety and welfare of all employees, students, visitors, contractors, and others who may be affected by its activities. The College understands its statutory duties to include:

- a. the provision and maintenance of plant and systems of work that are, so far as is reasonably practicable, safe and without risks to health;
- b. arrangements for ensuring, so far as is reasonably practicable, safety and absence of risks to health in connection with the use, handling, storage and transport of articles and substances;
- c. the provision of such information, instruction, training and supervision as is necessary to ensure, so far as is reasonably practicable, the health and safety at work of his employees;
- d. so far as is reasonably practicable as regards any place of work under the employer's control, the maintenance of it in a condition that is safe and without risks to health and the provision and maintenance of means of access to and egress from it that are safe and without such risks;
- e. the provision and maintenance of a working environment for his employees that is, so far as is reasonably practicable, safe, without risks to health, and adequate as regards facilities and arrangements for their welfare at work.

(General Duties of Employers to Employees, Health and Safety at Work Act, 1974)

The effectiveness of the Board's Health and Safety Policy will be monitored regularly and reviewed, in consultation with employees and their representatives as well as other stakeholders such as internal auditors. The Board is committed to continual improvement in the management of health and safety and the development of a positive and robust health and safety culture. To support this policy the Senior Leadership Team will ensure adequate resources are provided to enable the aims of this policy.

The College will:

- aim to prevent accidents and cases of work-related ill health;
- provide adequate control of health and safety risks arising from work activities including systematically identifying hazards to assess and control risks.
- implement and maintain an effective and properly resourced health and management system;
- define and delegate specific health and safety responsibilities;
- on an annual basis set health and safety targets and objectives which will be reviewed periodically;
- provide adequate health and safety information, training and supervision;
- maintain effective systems of communications on health and safety matters;
- consult with employees and their representatives on health and safety matters; and
- comply with legal requirements, approved codes of practice, guidance, and recognised sector best practice.

The Senior Manager with overall responsibility for Health and Safety is the Principal and the management appointee with responsibility for coordinating Health and Safety is the Facilities Manager.

Health and Safety responsibilities are included in job descriptions, as appropriate to each post. In addition, all employees, students, visitors, contractors and others on College premises have a duty to take reasonable care of themselves and all other persons who may be affected by what they do or fail to do.

Overall responsibility for effective Health and Safety lies with the Principal and SLT. All employees must co-operate with the College in fulfilling its statutory duties and the aims of the Health and Safety Policy.

To enable the College to meet its statutory duties and commitments set out above, a comprehensive management system will be operated, which will include written procedures and arrangements for all relevant areas of health and safety management. The management system covers all College activities on campus. To ensure that the Health and Safety Policy is kept up to date it will be reviewed annually by the Health and Safety Group, the Senior Leadership Team (SLT) and the Board of Management to ensure that account is taken of any applicable legislative changes, new guidance or best practice and to identify and correct any deficiencies.

	Date	
Principal of South Lanarkshire College		
	Date	
Chair of Board of Management of South Lanarkshire College		

## SPECIFIC POLICY AND SCOPE

The Board regards these health and safety obligations as a minimum standard to be achieved throughout all College activities and requires staff, at every level, and students to accept the promotion of high standards in health and safety as a core objective.

The College will provide a safe environment for all employees, students, contractors, and visitors which comply with current health and safety legislation so far as reasonably practical, including, making reasonable adjustments to comply with College policy for equalities and inclusiveness.

The College will:

- provide and maintain places of work that are, safe and without undue risks to health. Ensure that all premises, means of access and egress, plant equipment and vehicles under college control are designed, constructed, maintained, and used, with due regard to health and safety;
- make arrangements for ensuring safety and absence of risks to health in connection with the use, handling, storage and transport of articles and substances. Assess the risks to health of harmful substances used by employees and students and introduce measures to remove/minimise such risk, so far as is reasonably practicable;
- ensure adequate information is available with respect to machinery and equipment used, detailing the conditions and precautions necessary to ensure they are used without risk to health and safety;
- provide information, instruction, training, and supervision as is necessary to ensure the health and safety at work of employees, students, contractors and visitors.
- adopt the 'hierarchy of risk management' approach, whereby hazards are eliminated or substituted where reasonably practicable before considering the need for engineering control and then segregation. Only where this cannot be reasonably achieved will Personal Protective Equipment (PPE) be considered;
- provide protective clothing and equipment as necessary and ensure that personnel are adequately trained in the correct use of this and that it is worn/used when required and that it is checked and maintained regularly;
- provide facilities as appropriate to enable staff's health and safety;
- support Trade Union and other staff representatives to perform their functions and consult with them in promoting and developing measures to ensure high standards of health and safety at work and promote, through the consultative machinery, joint consultation on health and safety matters and encourage effective participation in such matters by employees;
- always ensure that there is suitable training and retraining available for first aiders and arrange for the provision of first aid services to ensure, prompt and appropriate treatment of illness and injury occurring during the course of work;
- ensure that a satisfactory system is maintained for reporting, collecting, analysing, and presenting information on accidents, incidents, and sickness at work in order to facilitate all necessary investigative and corrective action;
- arrange for medical advice to be provided on any aspect of health at work including the rehabilitation of employees returning to work following illness or injury; and
- provide and maintain a health surveillance programme where appropriate.

# THE ORGANISATION

Table 1: Reporting Structure for Health and Safety Concerns

Board of Management		
Principal and Chief Executive Officer		
Depute Principal		
Business Support and Curriculum Managers	Head of Facilities and Health and Safety	Associate Principals
Health and Safety Advisor		
Teaching and Support Staff		
Students		

It is the role of every member of staff, student and visitor to the College to ensure that all Health and Safety concerns, hazards, issues or incidents should be reported directly either to the appropriate line manager, the Health and Safety Advisor or the Head of Facilities and Health and Safety.

## RESPONSIBILITIES AND ARRANGEMENTS

It is recognised that the successful management of health and safety requires the commitment of all people within the organisation. The purpose of this policy is, therefore, to define the health and safety roles, responsibilities, and accountability of college employees, from senior management throughout the management chain.

The College recognises that **all** individuals within the organisation have a responsibility to ensure their own safety and that of others. Consequently, all employees will have the potential to be held liable if their negligent acts or omissions result in harm being caused to any other persons. Those in positions of responsibility have additional obligations, by virtue of their 'managerial' functions. Indeed, the Health and Safety Executive (HSE) document *Enforcement Policy Statement*, HSE 41, Paragraph 43, notes the following on 'Prosecution of individuals':

*"... enforcing authorities should identify and prosecute or recommend prosecution of individuals if they consider that a prosecution is warranted. In particular, they should consider the management chain and the role played by individual directors and managers and should take action against them where the inspection or investigation reveals that the offence was committed with their consent or connivance or to have been attributable to neglect on their part, and where it would be appropriate to do so in accordance with this policy. Where appropriate, enforcing authorities should seek disqualification of directors under the Company Directors Disqualification Act 1986."*

The following sections set out the principal health and safety related responsibilities of individuals within the organisation. These duties will be in addition to the general duty on all individuals to ensure the health, safety and welfare of themselves and all others who may be affected by their undertakings.

In addition to the *individual* liability of senior staff, the *Corporate Manslaughter and Corporate Homicide Act 2007* allow *companies* and *corporations* to be prosecuted for corporate homicide (in Scotland) where serious management failures result in death. Under this Act there is no longer the need to identify a 'controlling mind' (i.e., one individual whose negligence or recklessness caused the death) to convict an organisation of homicide, thus making it easier to prosecute organisations.

The management responsibilities defined within this Policy should ensure that adequate and appropriate managerial control is exercised over health and safety issues to prevent against prosecution for corporate homicide.

## Responsibilities – The Board of Management

The Board of Management, headed by a chairperson, comprises non- executive members, the only exception being the College Principal and Chief Executive, who is the only executive member, provide professional, community and stakeholder representation and is accountable to the Scottish Government (SG) through the Lanarkshire Regional Board and Scottish Funding Council. They are the employer of College staff and have a duty of care for their employees. They are required to ensure the quality of the provision of health and safety across all College activities and locations.

It is recognised that the Board of Management, while not actively involved in the daily running of the College, has certain responsibilities in terms of health and safety and the following procedures will be adopted to ensure these responsibilities are effectively discharged. The Board of Management will:

- approve the vision and overall strategy for the direction of health and safety management within the College and drive forward continual health and safety improvements;
- consider health and safety under the risk standing item on the agenda of all Board of Management meetings;
- ensure that College management provides monitoring and reporting of health and safety performance to the Board of Management and/or an appropriate standing committee;
- review the College’s health and safety performance annually against its health and safety team development plan;
- ensure that the College’s Health and Safety Policy reflects current legislation and Board of Management priorities;
- review any significant health and safety failures and results of any subsequent independent investigations; and
- ensure that health and safety systems are in place and remain effective.

	Date:	
Chair of Board of Management of South Lanarkshire College		

## Responsibilities – The Human Resources Committee

The Human Resources Committee will place Health and Safety as a standing item on the agenda of all general meetings. This will allow reporting on safety performance, funding requirements, safety failures and other health and safety related issues. The Committee will give all such issues due consideration and will make available all reasonable funding and support as may be required.

The Human Resources Committee will consider the findings of all internal and external health and safety audits carried out within the organisation and will authorise the use of all reasonable support required to rectify any significant non-compliance issues by such audits.

The Human Resources Committee will take an active interest in the investigation of any significant safety failure, making available all reasonable resources for a full investigation and for the taking of adequate measures to rectify any deficiencies in the existing arrangements.

Signature		Date	
Human Resources Committee Chair			

## Responsibilities – The Principal and Chief Executive Officer

The Principal and Chief Executive Officer holds responsibility for the day to day running of the College and it is recognised that this function also incurs the overall responsibility for health and safety management within the organisation. The Principal and Chief Executive is responsible for ensuring the implementation of the policy and arrangements supported by the Head of Facilities and Health and Safety.

The Principal may be held liable where health and safety offences are committed with their consent or connivance or as a result of their negligence.

The Principal and Chief Executive will:

- approve the Health and Safety Policy and will sign the Health and Safety Policy along with the Chair of the Board of Management, where there is a change of Principal, the incoming Principal will sign the documentation upon appointment to demonstrate commitment and acceptance of responsibilities;
- approve the appointment of the Head of Facilities and Health and Safety (who will have accountability for the day-to-day health and safety management and performance) by ensuring that they have the requisite competence and are provided with resources to effectively fulfil the role;
- be responsible for reviewing relevant reports, documentation and information provided by the Head of Facilities and Health and Safety and for taking appropriate action to ensure adequate resources are made available to rectify any safety failures and to improve health and safety performance;
- be responsible for the reporting of health and safety performance to the Board of Management but may delegate this task to the Depute Principal or the Head of Facilities and Health and Safety; and
- ensure that adequate resources are provided to achieve compliance with the Health and Safety Policy and associated arrangements and will take all appropriate action to rectify failures that require intervention above the management grade of the Head of Facilities and Health and Safety.

Signature		Date	
Principal and CEO of South Lanarkshire College			

## Responsibilities – Head of Facilities and Health and Safety

The Head of Facilities and Health and Safety has been given specific responsibility for the performance of the College against the Health and Safety Policy and associated arrangements. Therefore, the Head of Facilities and Health and Safety will be responsible for implementing the policy and arrangements that have been approved by the Board of Management, the Principal and the Senior Leadership Team.

The Head of Facilities and Health and Safety may be held liable where health and safety offences are committed with her/his consent or connivance or as a result of his/her/their negligence.

The Head of Facilities and Health and Safety will:

- be responsible for reporting to the Principal health and safety performance, funding requirements, resource implications, safety failures and other health and safety related issues;
- ensure that health and safety considerations are taken into account for all new investment opportunities and in the organisation's purchasing policy. The objective will be to minimise risks as early in the purchasing chain as is reasonably practicable. Where required, the Head of Facilities and Health and Safety will refer decisions to the Principal;
- develop, review, and update annually the College Health and Safety Policy and Procedures;
- prompt and encourage the promotion of a positive health and safety culture across the College in order to secure the effective implementation of the Health and Safety Policy;
- be responsible for all health and safety planning including the setting of objectives and priorities;
- assist in identifying hazards, assessing risks, and identifying suitable means of control;
- implement plans and monitor control measures employing active and reactive techniques;
- review performance and ensure the routine auditing of the whole of the health and safety management system;
- maintain adequate information systems on relevant laws and safety management practices;
- provide interpretation of health and safety laws and their implications for the organisation;
- assist in the establishment, development and maintenance of risk control standards relating to 'software' (such as procedures, systems and people);
- maintain the procedures for recording, reporting, investigation and analysis of accidents, incidents, and cases of ill-health;
- establish and maintain adequate and appropriate active monitoring and auditing systems;
- establish and develop professional relationships at all levels within and outside of the organisation (including the Health and Safety Executive, Trade Bodies, Colleges Scotland.);
- be responsible for dealing with all health and safety issues referred to him/her/them by managers, staff, students and trade union safety representatives and Committees;
- in conjunction with the Human Resources (HR) department be responsible for maintaining an adequate programme of staff training in health and safety, ensuring that all staff are given appropriate instruction, information and training to reduce the risks associated with their work to an acceptable level.
- in conjunction with HR, will be responsible for planning and approving all health and safety training;
- ensure that adequate communication channels exist throughout the entire organisation to allow health and safety issues to be dealt with in a timely and effective manner.
- be responsible for reviewing all reports and documentation provided by departments and faculties in accordance with the Health and Safety policy and for taking appropriate action to rectify non-compliance and to achieve continual improvement;
- be responsible for reviewing and taking appropriate actions for any health and safety related issues raised via the appropriate channels;
- will ensure that where any amendment that is made to the text or other content of the Health and Safety Policy and supporting documents, it is duly authorised, referenced and communicated; and
- The Head of Facilities and Health and Safety will work with other staff such as the Health

and Safety Advisor to:

- -be responsible for maintaining records of all health and safety information provided to contractors;
- -be responsible for communicating with contractors in respect of health and safety and for arranging responses to any health and safety related questions and queries. Records of all communications will be retained by the Facilities area; and
- -be responsible for operating a 'Permit to Work' system for all contractors. Records of all such permits will be retained by the Facilities area.

Signature	Date
Head of Facilities and Health and Safety	

## Responsibilities – The Senior Leadership Team

Due to the senior ‘managerial’ function performed by the Senior Leadership Team, it is recognised that they may be held liable where health and safety offences are committed with their consent or connivance or as a result of their negligence. The Senior Leadership Team will:

- ensure the active participation of their areas in the Health and Safety Committee. This will involve the identification of health and safety concerns within their areas, the raising of pertinent issues for consideration by the Committee and the actioning of all measures identified by the Committee and management staff as required;
- , so far as reasonably practicable, implement all relevant policies, procedures, and arrangements within their areas, as required by the Health and Safety Policy, Health and Safety Committee and other direction from senior staff and other relevant groups;
- so far as reasonably practicable ensure that adequate communication channels exist throughout their areas of responsibilities to allow health and safety issues to be dealt with in a timely and effective manner. All staff will be given the opportunity to raise any safety related queries with their line managers, or a member of the Senior Leadership Team;
- so far as is reasonably practicable, ensure that all departmental staff adhere to all relevant risk assessments, adopt safe working procedures, work in accordance with any training provided and effectively use control measures, protective equipment or other health and safety materials, and that they are appropriate for the nature of the work carried out;
- raise without undue delay with the Head of Facilities and Health and Safety
- where the need for further training or any other form of risk control for staff is identified;
- where any significant breach of Health and Safety procedures is identified, ensure appropriate action is taken to reduce the immediate risk and report the issue to the Head of Facilities and Health and Safety without undue delay. All such incidents will be reported to the Health and Safety Committee; and
- the Senior Leadership Team will be responsible for the risk assessment process within their areas of responsibilities. This will include ensuring that all appropriate risk assessments are completed and reviewed in a timely and effective manner and that all identified risk control measures are implemented.

Signature			Date	
	Depute Principal			
Signature			Date	
	Associate Principal of Curriculum			
Signature			Date	
	Associate Principal of Curriculum			
Signature			Date	
	Head of Finance			
Signature			Date	
	Head of Human Resources			
Signature			Date	
	Head of Student Services and Marketing			

## Responsibilities – Head of Human Resources (HR)

The Head of Human Resources will be responsible for ensuring that effective recruitment and selection processes are in place to ensure the competency of those selected for employment.

The Head of Human Resources will be responsible for ensuring that reference to staff health and safety responsibilities is contained within standard written statements of employment.

The Head of Human Resources is responsible for ensuring appropriate health and safety training is in place for all employees.

## Responsibilities – Heads, Managers (including Curriculum Managers) Depute Heads, and Supervisors.

It is recognised that Heads, Managers (including Curriculum Managers) Depute Heads and Supervisors may be held liable where health and safety offences are committed with their consent or connivance or as a result of their negligence.

Heads, Managers (including Curriculum Managers) Depute Heads and Supervisors have responsibilities which are listed below. All managers.:

- must be conversant with the Board's safety policies and procedures;
- will ensure that staff, students, or visiting workers for whom they are responsible receive suitable induction training and information about emergency procedures;
- will ensure the necessary risk and Control of Substances Hazardous to Health (COSHH) assessments have been carried out and are reviewed routinely and that the safety provisions relating to the work discussed with those conducting the activity;
- will ensure that relevant safety documentation is readily available for reference to auditors and/or regulating authorities;
- are to ensure that personnel for whom they are responsible have received training appropriate to their needs and that all such training is documented;
- will ensure that they conduct regular Health and Safety 'toolbox talks' with staff for whom they are responsible. These 'toolbox talks' can be carried out during routine staff / team meetings;
- should ensure that the work environment and equipment are safe and well maintained, identifying, and correcting hazardous conditions;
- may be required, after consultation with the Head of Facilities and Health and Safety or the Health and Safety Advisor, to assist in the investigation of accidents or incidents revising risk assessments, where necessary;
- will assist the Head of Facilities and Health and Safety and/or the Health and Safety Advisor in the identification of relevant staff for occupational health surveillance. Further, they will ensure that these individuals, who are registered with the Occupational Health Service, attend health surveillance appointments as and when required;
- will monitor staff compliance with risk assessment and COSHH control measures and censure those who fail to comply;
- will ensure proper disposal of waste materials in accordance with college procedures;
- will ensure that the levels of supervision provided are influenced by the severity of risk in the workplace and the competence of the employees/students involved;
- will ensure that the levels of supervision provided are sufficient to accommodate the particular needs of:
  - those who undertake high risk tasks;
  - new employees;
  - young persons (A young person is anyone under 18);
  - new or expectant mothers; and

- Lone workers.
- will ensure that the levels of supervision are suitable and sufficient to accommodate staff handovers;
- should recognise and promote the benefit of on-the-job coaching and team building to develop a positive health and safety culture within their area of responsibility;

## Responsibilities – Employees

All staff have general duties to ensure their own safety and that of others. The Health and Safety at Work Act 1974 notes the following in respect of staffs' duties:

*“It shall be the duty of every employee while at work –*

- a) to take reasonable care for the health and safety of himself/herself/themselves and of other persons who may be affected by his/her/their acts or omissions at work;and
- b) as regards any duty or requirement imposed on his/her/their employer or any other person by or under any of the relevant statutory provisions, to co- operate with him/her/them so far as is necessary to enable that duty or requirement to be performed or complied with.”

The following procedures will, therefore, be adopted by all staff to ensure these duties are adequately discharged. Staff will comply with the policies, procedures and arrangements and with any information, instruction and training provided. In addition, any risk control measures, and equipment provided to ensure safe working practices will be properly used. All staff:

- shall report immediately any identified breaches of health and safety procedures, any accidents or safety related incidents and any aspect which appears to them to give rise to a significant risk to the Health and Safety of staff or other persons to the Head of Health and Safety and to their line-management;
- will inform their line-manager, the Head of Facilities and Health and Safety or the appropriate member of the Senior Leadership Team without undue delay where they believe that further training or other risk control measures would be beneficial. Where the employee believes significant risk to be present those tasks will not be carried out and the Head of Facilities and Health and Safety or the Health and Safety Advisor should be informed without delay;
- will co-operate in all safety programmes, training, risk assessments and other initiatives that are intended to reduce risk and are to actively implement any control measures identified to them as being required; and
- will not participate in horseplay, practical jokes or other acts which may result in harm being caused to themselves or to other individuals.

## Responsibilities – Students

Safety is an integrated function of college management, and each manager are responsible for safety performance in his/her/their sphere. The active co-operation and understanding of safety procedures by students is a vital element of the College safety approach. The avoidance of accidents is a common interest of all employees and students.

The Board of Management requires all students to:

- comply with the letter and spirit of current Health and Safety legislation, Approved Codes of Practice, authoritative guidance, and College Health and Safety Rules;
- recognise that each person is responsible not only for his or her own safety but also for the safety of anyone else who could be affected by his or her acts or omissions;
- support actively and co-operate with the pursuit and maintenance of standards of health, safety and welfare that are exemplary to the education sector;
- not interfere with or misuse anything which has been provided by the College in the interest of health, safety or welfare;
- use any safety equipment and safe systems of works as instructed by academic and management staff; and
- not participate in horseplay, practical jokes or other acts which may result in harm being caused to themselves or to other individuals, and /or result in situations with the potential to cause harm.

## Responsibilities – Health and Safety Committee

The Health and Safety Committee will provide an open forum for the discussion of all health and safety related issues raised by members of the Committee and by any other relevant sources. The Committee allows representation from health and safety representatives appointed by recognised trades unions and individual employees, thus allowing access to all employees and employee groups.

- The Committee will meet at regular intervals throughout the academic year with meeting dates published at the commencement of each academic year;
- Other than the absence of the Head of Facilities and Health and Safety or the Health and Safety Advisor, a meeting should not be cancelled or postponed except in exceptional circumstances with the rearranged date being announced as soon as is practicable;
- If a member of the Committee is unable to attend a meeting, the member should nominate a named substitute;
- The quorum for the Health and Safety Committee will be five members;
- All Committee members will undergo suitable training, which will include as a minimum 'Health and Safety Awareness'. This will ensure that all members have a working knowledge of the topic, commensurate with their role in the Committee and within the organisation as a whole;
- The Head of Facilities and Health and Safety and / or the Health and Safety Advisor will present a Health and Safety update report to the Committee at each meeting. The Committee will review routinely health and safety performance, analyse accident statistics, reported breaches of policy and procedures, audit and inspection reports and data from other information gathering exercises. Recommendations on options to improve safety performance will be made to the Principal and Chief Executive Officer without undue delay;
- The Committee will propose via meeting minutes and subject to the principal's approval, members and to other appropriate persons within the organisation, actions required to be taken to implement policies, procedures, arrangements, and any other initiatives; and
- The Committee will suggest solutions and initiatives for issues arising, which will be minuted and presented to the Senior Leadership Team following each meeting, without undue delay and will form part of the Health and Safety report presented to the Human Resources Committee. Where appropriate, the Committee will propose policy revisions, procedures, and arrangements, for ultimate approval by the Board of Management.

## Responsibilities – Contractors

A contractor is an individual or company that the College does not employ but who is commissioned/contracted, to carry out a set task or tasks during the duration of contract, whether or not this is on a formal contract basis.

Contractors shall:

- always comply with the Health and Safety at Work etc. Act 1974 (HSAWA) and all subordinate legislation;
- adhere to the Construction (Design and Management) Regulations 2015 (CDM);
- at all times, whilst engaged on a contract, ensure that their operations are executed under the controlled supervision of a named individual onsite;
- inform the Head of Facilities and Environmental Sustainability of the named individuals on site; and
- prior to commencing work undertake appropriate risk assessments and provide the Head of Facilities and Health and Safety with both completed risk assessments and method statements for the work to be carried out;
- inform the Head of Facilities and Health and Safety of any changes to the method statements or risk assessments provided;
- comply with all safety instructions issued by the College;
- work to a permit-to-work system for certain operations indicated or arising from the initial method statement and risk assessment stage which are considered to pose high risks; and
- at all times use their own equipment and tools unless it has been pre-arranged with the Head of Facilities and Environmental Sustainability.

## Accidents, First Aid and Work-Related ill Health

The Head of Facilities and Health and Safety in co-operation with the Human Resources Team will be responsible for:

- maintaining an Occupational Health provision with suitable external consultancy;
- maintaining a recording keeping system for all Health and Safety surveillance records which relate to individual employees. This record keeping system should include the effective reporting of near misses.
- assisting Managers conduct Individual Stress Risk Assessments; and
- maintaining records of work-related ill health.

The College has undertaken a risk assessment related to the provision of First Aid and First Aiders. This will be reviewed on an annual basis. The risk assessment has identified the number and spread of First Aid personnel required by the College.

A list of appointed First Aiders will be maintained by the Head of Facilities and Health and Safety and will be displayed in appropriate places in the College estate

First-aiders will be responsible for:

- administering first-aid in line with their training, competence, and confidence where situations dictate;
- recording all accidents on the College accident report form.
- recording all incidents/near misses on the College incident form.
- Incident forms are kept on the intranet and hard copies will be kept at the reception area; and
- Informing Head of Health and Safety with regards accidents resulting in injury so that they be entered onto the College Accident Management System.

Responsibility for reporting all RIDDOR-reportable occurrences to the enforcing authority lies with

- Head of Facilities and Health and Safety
- Head of Human Resources

First Aid rooms are located at:

- Lower ground floor LG63
- 1st Floor Room 147

## **Distribution of the Health and Safety & associated Policies**

The College Health and Safety Policy will be available as follows:

- College Website and staff intranet
- Issued to all new staff through the induction process.
- All H&S associated policies/procedures available through college website.



South  
Lanarkshire  
College

East Kilbride

### HR COMMITTEE

<b>DATE</b>	14 September 2023
<b>TITLE OF REPORT</b>	Proposed Action Plan – We Invest in People Accreditation
<b>REFERENCE</b>	06
<b>AUTHOR AND CONTACT DETAILS</b>	Gary McIntosh, Head of Human Resources gary.mcintosh@slc.ac.uk
<b>PURPOSE:</b>	To review the Investors in People Recommendations and continuation of the Investors in People accreditation.
<b>KEY RECOMMENDATIONS/ DECISIONS:</b>	Members are recommended to: <ul style="list-style-type: none"> <li>• note the content of this report;</li> <li>• agree on the following actions:</li> <li>• For the reasons given in the report, not renew the “We Invest in People” accreditation when it expires in 2025; and</li> <li>• For the College to implement the Management Response through a newly created People Group.</li> </ul>
<b>RISK</b>	The following risks arise from this report: <ul style="list-style-type: none"> <li>• that the costs associated with the We Invest in People accreditation, which the College may not be able to support in times of financial challenges;</li> <li>• That there are further opportunity costs of spending time and money on the accreditation renewal, when there is other crucial work required to ensure the Human Resources area is providing a robust service; and</li> <li>• That further or the unsuccessful attainment at the renewal stage will impact the College’s reputation.</li> </ul>
<b>RELEVANT STRATEGIC AIM:</b>	<ul style="list-style-type: none"> <li>• Successful Students</li> <li>• The Highest Quality Education and Support</li> <li>• Sustainable Behaviours</li> </ul>
<b>SUMMARY OF REPORT:</b>	<p>The College has participated in the Investors in People landscape for 13 years. Recently, following an accreditation renewal, Investors in People downgraded the level of membership awarded to the College, and provided a series of recommendations.</p> <p>Considering the review and recommendations, a management response has been prepared to enhance the areas recognised by the re-accreditation. Also, a</p>

	recommendation to not renew the “We Invest in People” accreditation is being made, based on its relevance and lack of consistency.
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## 1. INTRODUCTION

1.1. This paper provides a proposed Management Response to the Investors in People recommendations, as a conclusion of the Investors in People accreditation achievement in December 2022.

## 2 BACKGROUND

2.1 The College has participated in the Investors in People “*We Invest in People*” accreditation for 13 years, achieving Gold status in 2010 and Platinum status, the highest level of accreditation, in 2016 and again in 2019. Investors in People appointed a new Lead Specialist for this review which was conducted during December 2022. The College considered that it was essential to progress with the review while being aware of the changing environment which staff were experiencing at this time.

2.2 The Lead Assessor noted the considerable challenge for all staff with reference to the suspensions and investigations, and anticipated that this was likely to be reflected in survey responses, focus group and interview responses. A high engagement score, and high, positive responses are essential in renewing the accreditation at the same level.

2.3 At the beginning of the review, the Lead Assessor was concerned that there were a number of policies, procedures and practices, which have historically not been implemented, which could result in the College dropping from Platinum to Standard level. Following the review activity the College has dropped from Platinum status to the Standard level. This was as a result of:

- the response rate, which is viewed as a key indicator of engagement, which was only 68% (a total of 229 out of a possible 360 employees, after excluding those absent from the College). For Platinum, the Lead Specialist advised that this is required to be 90%;
- there were many “disagree” responses to positive statements, in some cases up to a third of respondents disagreeing. An analysis of the survey results demonstrated inconsistent views across departments and a correlation between “disagree” responses with increased tenure;
- there were a number of gaps between policies, procedures and practices compared to the requirements of achieving accreditation beyond the standard level, including:
  - *Managing Performance* - feedback concluded that Career Reviews were not yet consistently taking place across all teams and that timely feedback is not regularly provided to employees;
  - *Recognising & Rewarding High Performance* – the College does not have the ability to provide performance-related incentives nor benefits and is therefore restricted with non-financial options;
  - *Structuring Work* – there is limited scope for autonomy of work for certain items, such as class time, break times and the nature of the academic year. The College is also undertaking a comprehensive policy and procedure refresh which has meant that staff have received considerable information in a relatively short timeframe;
  - It was noted that several academic staff raised a concern that their non-contact time was predominantly worked on campus whereas they would like to do this remotely;
  - *Building Capability* – The College has not historically implemented workforce planning that includes talent management and succession planning. A pilot is

currently in place. Concern was also raised about the College not filling roles with people who are “capable” of performing the role.

2.4 The College has no known benefits, other than a partial impact on reputation, for having the Investors in People accreditation. Based on the 2022 data, the cost of the We Invest in People accreditation is £13,268 and lasts 3 years. The renewal date is December 2025. In addition, the College pays £7,880 to Investors in People for the “We Invest in Wellbeing” accreditation. During the HR Committee meeting on 23<sup>rd</sup> February 2023, members agreed for an action plan to be created for discussion and approval at a future HR Committee meeting.

### 3 MANAGEMENT RESPONSE TO RECOMMENDATIONS

3.1 The following table summarises the recommendations identified in the enclosed Investors in People (IIP) Report, and the proposed Management response which will form a subsequent action plan.

3.2 Table 1: Summary of IIP Recommendations

IIP Recommendations	Management Response	Estimated Date of Completion <i>(if applicable)</i>
Considering revising and refreshing your Vision, Mission and Values	The Board of Management is currently reviewing the College’s Vision, Mission and Values.	10 Aug 2024
Consider looking at how you could restructure your support members of staff to enable them to achieve their potential.	The College Leadership team will review structures across the College and will make subsequent recommendations to the Board of Management.	30 May 2025
It would be beneficial to define your leadership capabilities in line with your values and create a competency framework for all your managers	As part of the HR & People Strategy, the College will implement a competency framework for all roles across the College, including leadership positions.	30 Oct 2025
Look at how you continue to empower and give members of staff the authority to take decisions.	<p>The College recognises that the feedback was primarily focussed on the lack of empowerment of Lecturers to take breaks at their discretion. This would go against the College business model, where there are timetables in place that includes breaks.</p> <p>In addition, feedback was received around employees seeking hybrid working, which goes against the College’s business model and has shown in some cases to negatively</p>	20 Dec 2024

	<p>impact students' success. The College is working on a new Digital Learning Strategy which will support with this.</p> <p>As part of the structural review, the College will consider other areas of empowerment of roles.</p>	
Ensure your new Career Review process is implemented in all areas of your college and that all members of staff have an individual learning and development plan.	The College continues to promote Career Review participation for employees. The Career Review includes a review of their performance and development goals.	Ongoing
Look at introducing a 360-degree appraisal process.	The College will focus on manager-to-employee Career Reviews at this time and will consider 360-degree appraisals in the future, if appropriate.	n/a
Continue your work on Reward and Recognition and develop a new strategy involving all members of staff in this process.	<p>The College's salary and terms &amp; conditions are negotiated nationally and does not include a performance-related element.</p> <p>The College will consider other, non-financial recognitions as part of the current HR &amp; People Strategy.</p> <p>Create a "People Group" as a vehicle to support staff engagement and culture in the meantime.</p>	<p>n/a</p> <p>30 Oct 2024</p> <p>10 Dec 2023</p>
Consider conducting a Training Needs Analysis and an IT Needs Analysis through the Digital Capability Tool for all members of staff.	The College will consider a wider training need analysis, as part of the Competency Framework roll-out. This will include consideration of a Digital Capability Tool.	15 Dec 2024
<p>Consider introducing a Talent Management Strategy linking to your Career Review Process.</p> <p>Continue your work on your Succession Plan.</p>	<p>The College is piloting an approach with workforce planning. This will be reviewed during 2023.</p> <p>Following the pilot, and any amendments, the College will engage with relevant stakeholders before rolling the approach out College-wide.</p>	10 Dec 2023
Develop and enhance your work on the return on investment in learning and development.	Following the four-level Kirkpatrick Model for leveraging and validating talent investments, the College has formalised level 1 ("Reaction") with feedback gathered after training sessions.	10 Dec 2025

	<p>The College has also embedded level 2 (“Learning”) and Level 3 (“Behaviour”) in the Career Review process.</p> <p>Level 4 (“Results”) is currently measured in a more informal basis.</p> <p>The competency framework will allow for increased measurability of the return on investment on training interventions.</p>	
<p>Look at how you measure the benefits of change in your organisation.</p>	<p>The College is reviewing how the new College strategy will be created and communicated to all employees.</p> <p>The College recognises that there will be a journey of change for all employees and will include strategic and non-strategic benefits of change when communicating to the organisation.</p> <p>The College will also be reviewing how change is managed across the College.</p>	<p>28 Feb 2024</p>
<p>Consider how you measure your positive impact on the communities you serve.</p>	<p>The College recognises that it is a pillar of the community and, as such, that it plays a key role.</p> <p>The College will create and implement processes for capturing quantitative and qualitative data from the various stakeholders it makes a positive impact on.</p>	<p>30 May 2024</p>

3.3 The College notes that there are several requirements of “We Invest in People” that do not align with the College’s set-up, such as performance-related pay, autonomy of taking breaks versus classroom timetables, etc. These differences contributed to the outcomes in December 2022, albeit were also historical differences.

3.4 The College also notes that Investors in People have historically graded certain aspects of the accreditation at higher levels than were awarded in December 2022, despite the categories improving in terms of documentation and practice.

3.5 . The College does not consider that IIP is the appropriate accreditation for the College for the reasons given above.

3.6 The College believes that the report is helpful and that it will use the recommendations to create an action plan to improve the culture at the college. This will be owned by a "People Group." a group of staff from across the college to ensure staff voice, measure progress and seek to enhance the culture at the College.

## **4 EQUALITIES**

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

## **5 RISK**

5.1 The following risks arise from this report:

5.2 that there costs associated with the We Invest in People accreditation, which the College may not be able to support in times of financial challenges;

5.3 That there are further opportunity costs of spending time and money on the accreditation renewal, when there is other crucial work required to ensure the Human Resources area is providing a robust service; and

5.4 That further or the unsuccessful attainment at the renewal stage will impact the College's reputation.

## **6 RECOMMENDATIONS**

6.1 Members are recommended to:

6.2 note the content of this report;

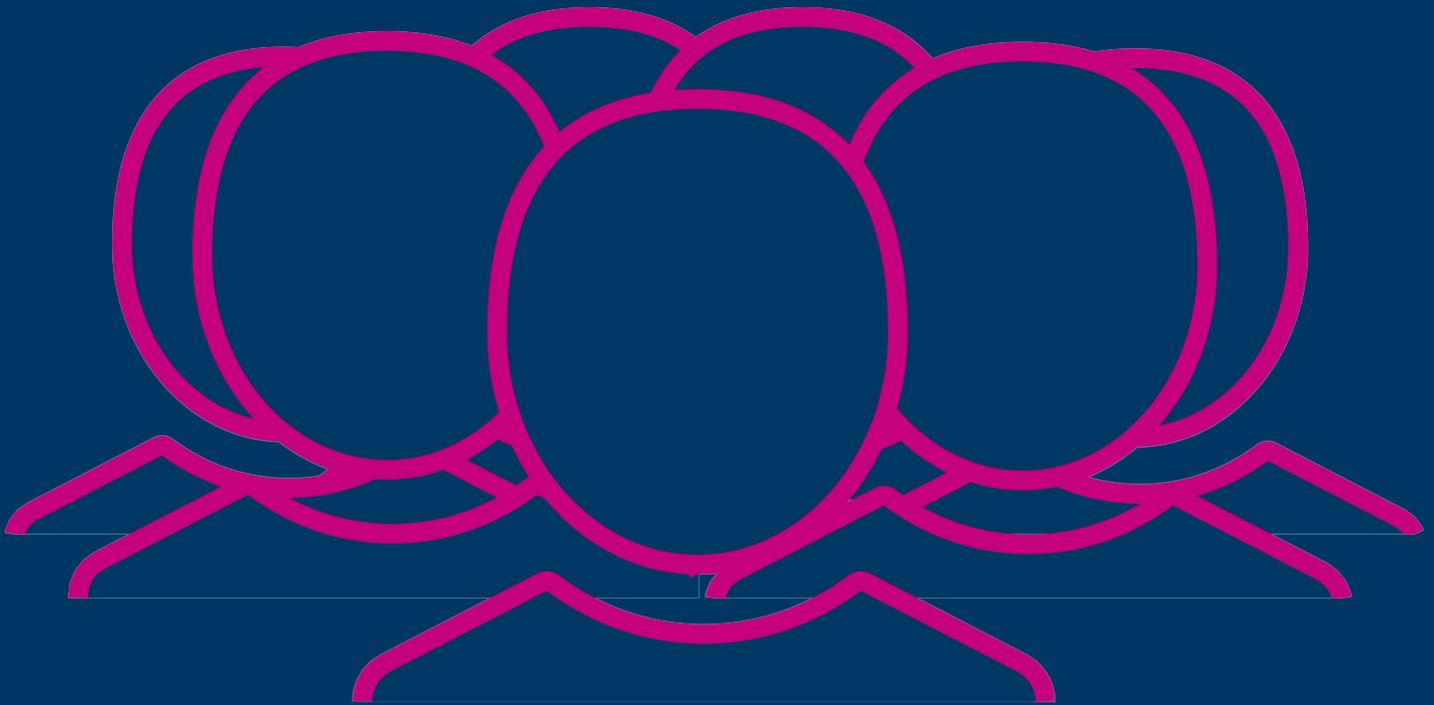
6.3 agree on the following actions:

6.3.1 For the reasons given in the report, not renew the "*We Invest in People*" accreditation when it expires in 2025; and

6.3.2 For the College to implement the Management Response through a newly created People Group.

# INVESTORS IN PEOPLE®

We invest in people



## Feedback South Lanarkshire College

Project number: IIP/22/6144  
Practitioner: Mary Leishman  
Date: 9 December 2022



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# You did it!



You're at the standard level of our We invest in people accreditation.

## Detailed feedback and recommendations inside...

- What to be proud of
- What to work on
- Our recommendations
- What's next

## Key dates

Accreditation date	12-month meeting	24-month meeting	Accreditation expiry
December 22	December 23	December 24	December 25

# At a glance

## Background

You have been an Investors in People organisation since 1999 and in 2016 you achieved the Platinum level of the Investors in People award and were reaccredited at that level in 2019. In November 2021 your Principal and the Clerk to your Board were suspended. An investigation has been in progress since that time and is still not concluded. You were due your three-year assessment at the end of 2021 and it was decided that the best option would be to put you into retaining recognition, which gave you an extra year to come forward for reaccreditation. An IIP survey was undertaken from 7-25 November with a 68% response rate. A full assessment was carried out onsite in November and December 2022. I interviewed the Chair of your Board, two Board members, your Principal, three representatives from your trades unions and 32 members of staff from across all areas of your college. This equated to a sample size of 17%, which was well above the minimum sample size of 3.8%. I agreed to write a short report and will give presentations to your Senior Management Team and to your Board in January 2023, at which I will discuss your report and answer any questions you may have. I also confirmed that I will spend time helping you to write an Action Plan outlining what you need to do to achieve Platinum again at your next assessment, when you will have a new IIP Practitioner.

## Executive Summary

This has been a very difficult year for you and I believe that the ongoing investigation into your suspended Principal and your Clerk to your Board had a profound impact on your assessment. Members of staff were concerned that the investigation had been going on for some time and told me that they felt that morale was low and that nothing would move forward until the investigation is concluded. Your survey scores were all well below the IIP average for every indicator and it was also disappointing that 107 members of staff did not complete the survey.

You as the College Management Team have worked hard to ensure that a business as usual attitude is in force and this has worked well for you. You have made huge strides in the way you communicate to all members of staff as to how your college is performing and excellent feedback was received on the Principal's two-weekly email newsletter, which members of staff found to be interesting and informative. You are to be commended for the work you are currently undertaking to upskill your curriculum managers and I believe that in the long term this will have a very positive impact not only on the managers themselves but also on the members of staff in their teams. This also links in very well to the ongoing work you are doing on your Succession Plan and I was pleased to see the substantial progress you have made with this plan since the last assessment. Your values are very important to you and I am sure that you will be disappointed with the low scores to the survey questions. However, interview evidence was quite positive about the values with members of staff seeing the most important values as being inclusive and diverse, and high achieving for your students. I believe you have made progress regarding giving members of staff more autonomy and responsibility, and they welcome this but are still gaining confidence in taking decisions as can be seen by the high disagreement scores in the two survey

questions on decisions. Your new Career Review process received good feedback but I believe it is still being embedded across all departments. You remain fully committed to college and professional standards for all members of staff, and you are to be highly commended for all the work you put in to develop your new Learning, Teaching and Assessment strategy, which was launched in August 2022.

You are working hard at reward and recognition, and interview evidence confirmed that you have made good progress on recognition since the last assessment. Your ongoing review of policies and procedures has been welcomed, and I received positive feedback from new members of staff as to how policies and procedures are explained in depth through your very thorough Induction process. I was delighted to see the work you are doing on Career and Talent Management, and members of staff are very pleased that this important area is being addressed. You are, through your range of Working Groups, continually striving to improve systems and procedures, and look at new ideas from members of staff who believe they are being listened to now in this area. Your work in the community and your charity work as ever is superb and this shown by the theme 'Understanding the external context' being your fourth highest theme score.

# What to be proud of

- How proud members of staff are of the college's reputation and the success of their students.
- How you focus on your students and build good relationships with them.
- How you support your students, especially with personal problems.
- How good your results are in the sector.
- How you get good feedback from employers on your courses.
- How you are proud to help unemployed people better their lives.
- How there is a sense of community in the college.
- How your culture is a supportive one, with members of staff readily sharing knowledge and information with each other.
- How forward thinking you were at the beginning of the pandemic, moving swiftly to ensure members of staff were able to work from home.
- How using Microsoft Teams for every day communication has enabled members of staff to meet with each other digitally.
- How members of staff are now much more commercially aware.
- How your communication, both formal and informal, is now stronger and has improved since the last assessment.
- How you recruit to your values, thus ensuring that new members of staff fit in with your culture and values.
- How your members of staff behave in line with your culture and your values.
- How your Induction programme is well planned and structured.

# What to work on

- It would be beneficial to put an Action Plan in place to work towards meeting again the Platinum Standard of the Investors in People framework in December 2025.

# Congratulations on achieving We invest in people accreditation!

You care about your people, and we know you're ambitious to do even more for them.

Our feedback focuses on what you need to do to keep improving.

## Our recommendations

We've considered **who you are** and **where you're at** as an organisation. Our recommendations are designed to get you **where you want to be**.

I suggested at our initial feedback meeting on 16 December that you put in place a new IIP team and that I will give a presentation to them week commencing 16 January on the report and the IIP Framework. An Action plan can then be put in place to enable you to achieve the Platinum Standard at your next assessment with your new Practitioner in December 2025.

- Consider revising and refreshing your Vision, Mission and Values.
- Consider looking at how you could restructure your support members of staff to enable them to achieve their potential.
- It would be beneficial to define your leadership capabilities in line with your values and create a competency framework for all your managers.
- Look at how you continue to empower and give members of staff the authority to take decisions.
- Ensure your new Career Review process is implemented in all areas of your college and that all members of staff have an individual learning and development plan.
- Look at introducing a 360° appraisal process.
- Continue your work on Reward and Recognition, and develop a new strategy involving all members of staff in this process.
- Consider conducting a Training Needs Analysis and an IT Needs Analysis through the Digital Capability Tool for all members of staff.
- Consider introducing a Talent Management Strategy linking to your Career Review Process.
- Continue your work on your Succession Plan.
- Develop and enhance your work on the return on investment in learning and development.
- Look at how you measure the benefits of change in your organisation.
- Consider how you measure your positive impact on the communities you serve.

# What's next?

When you've had a chance to read this report, we'll explain your results in our **feedback meeting**.

## WHO?

The meeting will include: Mary Leishman and members of the HR Team.

## WHEN?

The feedback meeting is scheduled for **11 January**.

## WHERE?

We'll meet at **East Kilbride**.

## WHAT?

Together, we'll...

- **discuss your result** and our recommendations in detail.
- brainstorm how to turn our recommendations into **tangible activities**.
- develop an **action plan**, which we'll be able to review one and two years on.

# To keep your accreditation, you need to:

- keep meeting (or exceed!) the **requirements** of your award.
- meet us **12 and 24 months** down the line. We won't be assessing you again, but it'll give us the chance to **chat through your progress** against your action plan.
- be **reassessed** no more than three years on from this assessment.

# Don't forget to celebrate!

**Let your people know** how you did. **Reward them** for their hard work and **include them** in the journey you're on.

# Assessment results

## Your results by indicator and theme

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	✓	✓		

# Survey highlights

## Your overall survey score

### Benchmark



YOUR BENCHMARK

- **636**

AVERAGE IIP BENCHMARK \*

- **728**

AVERAGE INDUSTRY BENCHMARK

- **705**

Showing results for Higher Education

\* This reveals the average IIP Benchmark for all organisations who have undertaken the survey.

Your Benchmark is unfortunately very low and does not even meet both your Average Industry and your Average IIP Benchmark.

## Who took the survey?

The survey response rate is shown overleaf.

# Survey Response Rate

## Overview

TOTAL RESPONSES 229 responses out of 336 (68%)



RESPONSE METHOD



Email link: 229 responses out of 229

Open access: 0 responses out of 229

## By Team

ABH 10 responses out of 15



ABL 12 responses out of 20



ABU 17 responses out of 23



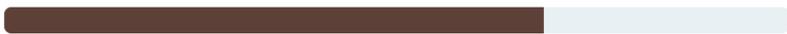
ABZ 7 responses out of 12



ACB 9 responses out of 11



ACC 11 responses out of 16



ACE 11 responses out of 15



ACO 9 responses out of 13



ACT 9 responses out of 10



AHB & AHA 13 responses out of 20



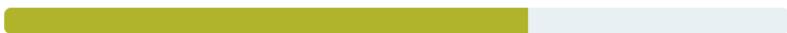
AHC 14 responses out of 14



AHH 9 responses out of 16



AHN 8 responses out of 12



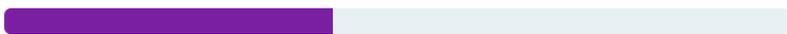
AHS 10 responses out of 13



ALTERNATIVE FUNDING 9 responses out of 12



FACILITIES 18 responses out of 43



INFORMATION SYSTEMS 11 responses out of 16



MANAGEMENT 10 responses out of 11



PRINCIPALSHIP & HR 11 responses out of 15



STUDENT SERVICES 21 responses out of 29



# Your survey results by indicator

## Indicator summary

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Difference from IIP Average
INDICATOR 1 Leading and inspiring people	14.1%	21.7%	17.5%	13.0%	12.0%	10.9%	10.8%	4.4	-1.2
INDICATOR 2 Living the organisation's values and behaviours	24.8%	32.3%	16.0%	15.4%	4.7%	3.5%	3.3%	5.3	-0.6
INDICATOR 3 Empowering and involving people	20.3%	32.0%	18.7%	5.7%	9.0%	6.8%	7.6%	5	-0.8
INDICATOR 4 Managing performance	25.2%	29.7%	15.6%	9.6%	4.7%	6.4%	8.7%	5.1	-0.7
INDICATOR 5 Recognising and rewarding high performance	11.8%	21.7%	17.2%	14.8%	9.7%	10.9%	13.8%	4.2	-0.9
INDICATOR 6 Structuring work	24.0%	39.4%	18.3%	7.5%	3.8%	3.7%	3.2%	5.5	-0.4
INDICATOR 7 Building capability	16.1%	30.6%	20.2%	13.4%	6.9%	6.6%	6.3%	4.9	-0.6
INDICATOR 8 Delivering continuous improvement	19.2%	33.8%	20.7%	13.8%	3.6%	3.9%	4.9%	5.2	-0.5
INDICATOR 9 Creating sustainable success	18.2%	29.7%	18.7%	15.0%	6.1%	5.8%	6.6%	5	-0.8

## Themes (Highs and lows)

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Score	Difference from IIP Average
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### Highs

<b>Enabling collaborative working</b> <small>INDICATOR 6: Structuring work</small>	28.4%	46.7%	17.0%	5.2%	1.3%	0.4%	0.9%	5.9	-0.1
<b>Improving through internal and external sources</b> <small>INDICATOR 8: Delivering continuous improvement</small>	26.6%	42.8%	18.8%	8.3%	1.3%	0.9%	1.3%	5.8	-0.1
<b>Living the values</b> <small>INDICATOR 2: Living the organisation's values and behaviours</small>	29.3%	31.2%	14.4%	18.1%	2.6%	1.7%	2.6%	5.5	-0.3
<b>Understanding the external context</b> <small>INDICATOR 9: Creating sustainable success</small>	24.0%	36.7%	16.2%	14.4%	3.5%	2.2%	3.1%	5.5	-0.4
<b>Designing roles</b> <small>INDICATOR 6: Structuring work</small>	23.4%	36.5%	19.9%	8.3%	4.1%	4.1%	3.7%	5.4	-0.5

### Lows

<b>Deploying the right people at the right time</b> <small>INDICATOR 7: Building capability</small>	9.6%	23.6%	18.8%	17.0%	12.7%	7.9%	10.5%	4.4	-1.0
<b>Creating transparency and trust</b> <small>INDICATOR 1: Leading and inspiring people</small>	12.0%	22.7%	17.9%	11.6%	13.5%	10.7%	11.6%	4.3	-1.4
<b>Recognising and rewarding people</b> <small>INDICATOR 5: Recognising and rewarding high performance</small>	11.6%	21.0%	18.1%	14.6%	9.8%	10.9%	14.0%	4.2	-0.9
<b>Designing an approach to recognition and reward</b> <small>INDICATOR 5: Recognising and rewarding high performance</small>	9.2%	17.0%	15.3%	19.7%	10.0%	14.8%	14.0%	4	-1.0
<b>Developing leadership capability</b> <small>INDICATOR 1: Leading and inspiring people</small>	4.8%	16.2%	17.9%	18.8%	12.7%	16.2%	13.5%	3.8	-1.4

# What your people told us

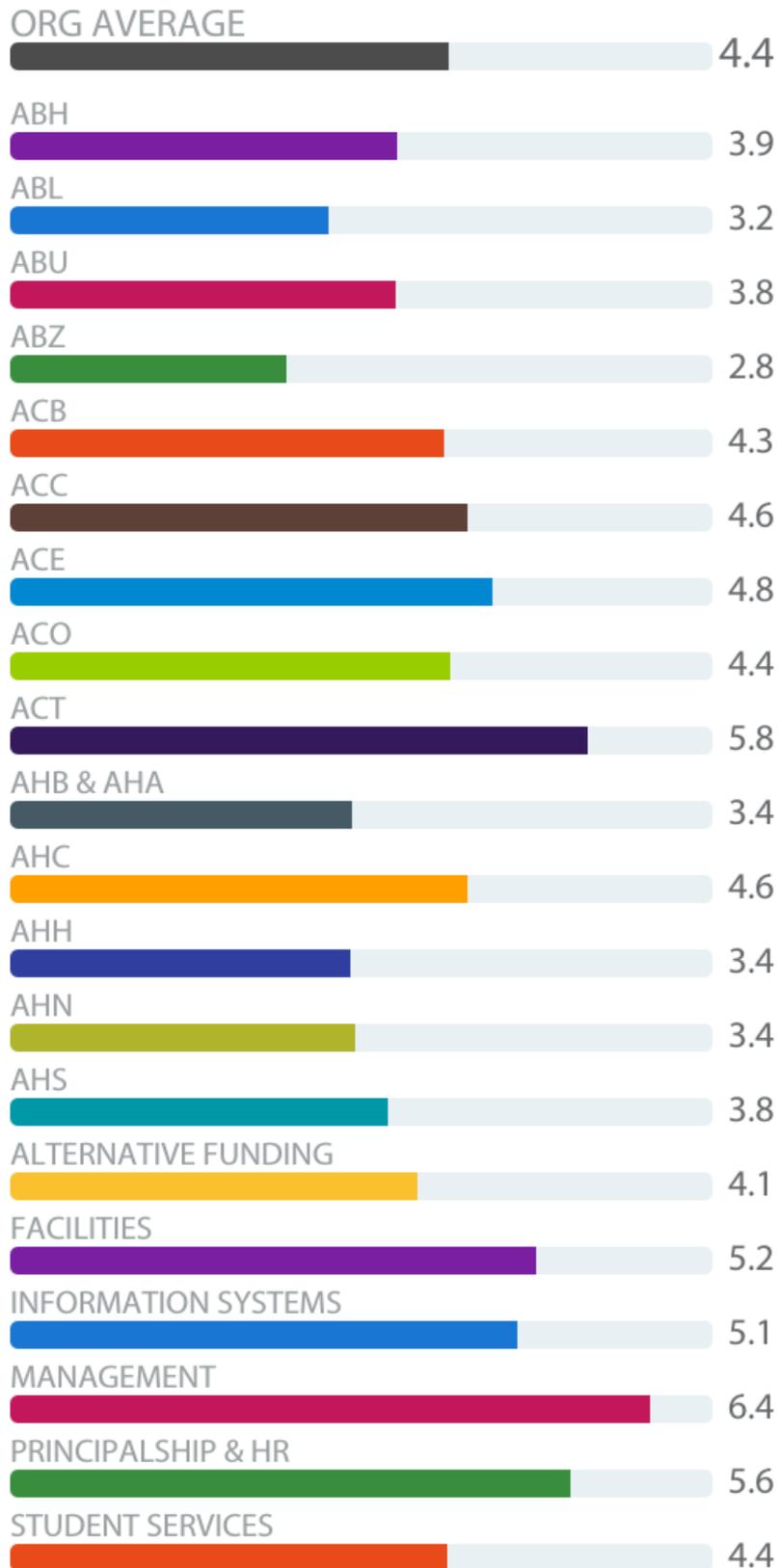
## Leading

### Indicator 1: Leading and inspiring people

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
<b>Base Questions</b>							
Management communicates the organisation's ambition	13.1%	25.8%	22.3%	13.1%	10.9%	6.6%	8.3%
I trust the leaders of my organisation	10.9%	19.7%	13.5%	10.0%	16.2%	14.8%	14.8%
My manager motivates me to achieve my best	27.5%	25.3%	16.2%	10.0%	8.3%	6.1%	6.6%
My organisation develops great leaders	4.8%	16.2%	17.9%	18.8%	12.7%	16.2%	13.5%

Your survey scores were, as to be expected, low for this indicator. This was your second lowest scoring indicator and the disagreement scores for all four base questions were very high.

# Indicator 1: Leading and inspiring people



## LEADING AND INSPIRING PEOPLE

Your Strategic Framework 2020-2025, Delivering Excellence, sets out your Mission, Vision and Key Performance Measures. Members of staff talked about having been consulted in the development of this document through your annual Staff Conference and Staff Development days. Good feedback was received on the two-weekly newsletter updates which the Principal produces on the progress of this plan. Mention was made also of the new Learning, Teaching and Assessment Strategy, which was launched in August 2022. Communication has definitely improved since the last assessment with members of staff using Teams effectively both for working for home and at the college, as well as data being in the one place now so that analysis can be more effective.

You have restructured your Management Team since the last assessment and now have two management teams which are working well. You have recently invested in tailored training and development for your Curriculum Managers and I received excellent feedback on this new initiative. This is being supplemented by a Curriculum Review which each Curriculum Manager is undertaking with the Principal and the Deputy Principal.

It was clear that all managers have a business as usual attitude and members of staff are focused on working in their teams to meet your students' needs. The survey results were disappointing regarding the question "I trust the leaders of my organisation" but interview evidence was quite positive regarding managers being more open and being prepared to listen to staff members' suggestions and ideas for improvement.

Comments included:

"There is a more open culture for difficult conversations now."

"Our students are at the forefront of everything we do."

"We have been focusing on the long term message regarding our college."

"We are all working from the same page now."

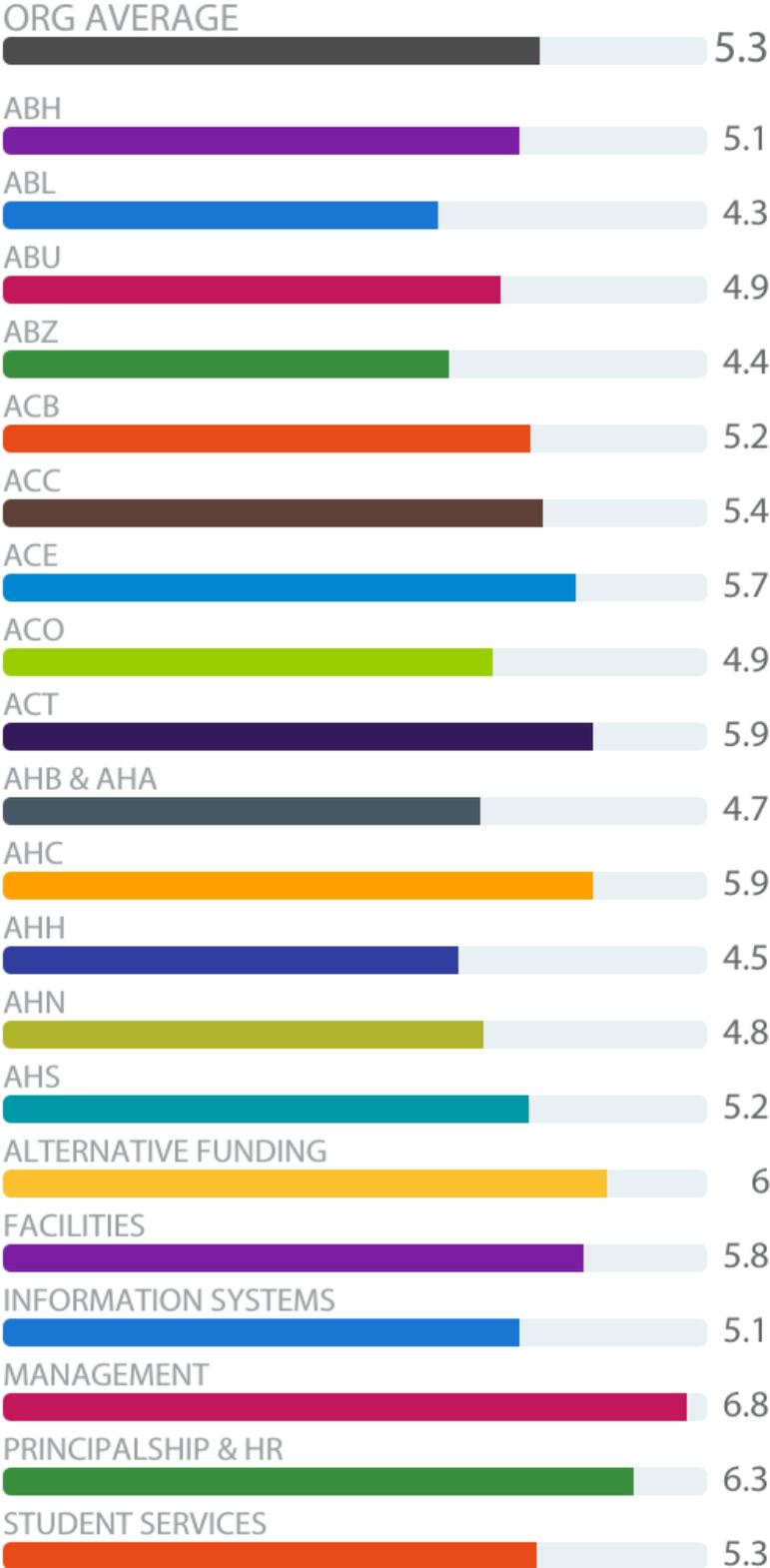
"Communication is better between departments now and we can have good conversations."

## Indicator 2: Living the organisation's values and behaviours



This was your second highest scoring indicator at 5.3. However, it was disappointing to see high disagreement scores for the question, “The values at my organisation guide the way we work” of 20%, “My organisation has clear values” of 14.9% and for the optional question of “I get feedback on how I behave in line with the organisation’s values” of 30.5%.

# Indicator 2: Living the organisation's values and behaviours



## LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS

You are very proud of your values which are embedded in your strategy and your quality framework and so you will have been disappointed in the survey results. You recruit to your values and your values are promoted in your Induction for new members of staff, and are also part of your Career Review process. Members of staff talked about the values being discussed at the Annual Staff conference and that they found the breakout sessions on the values to be very beneficial. Your launch of your equality, diversity and inclusion icon, FREDIE, has been successful and you are very strong in the field of diversity and inclusion. Particular mention was made of your value of delivering community and social value. Interview evidence confirmed that members of staff take the values into account when making decisions and examples were given of listening to students, changing the curriculum for employers and supporting the community at your recent Open Day.

Comments included:

“We have reworded and revised our values.”

“They do promote our values.”

“My manager displays the values.”

“We are better at challenging members of staff who are not living the values now.”

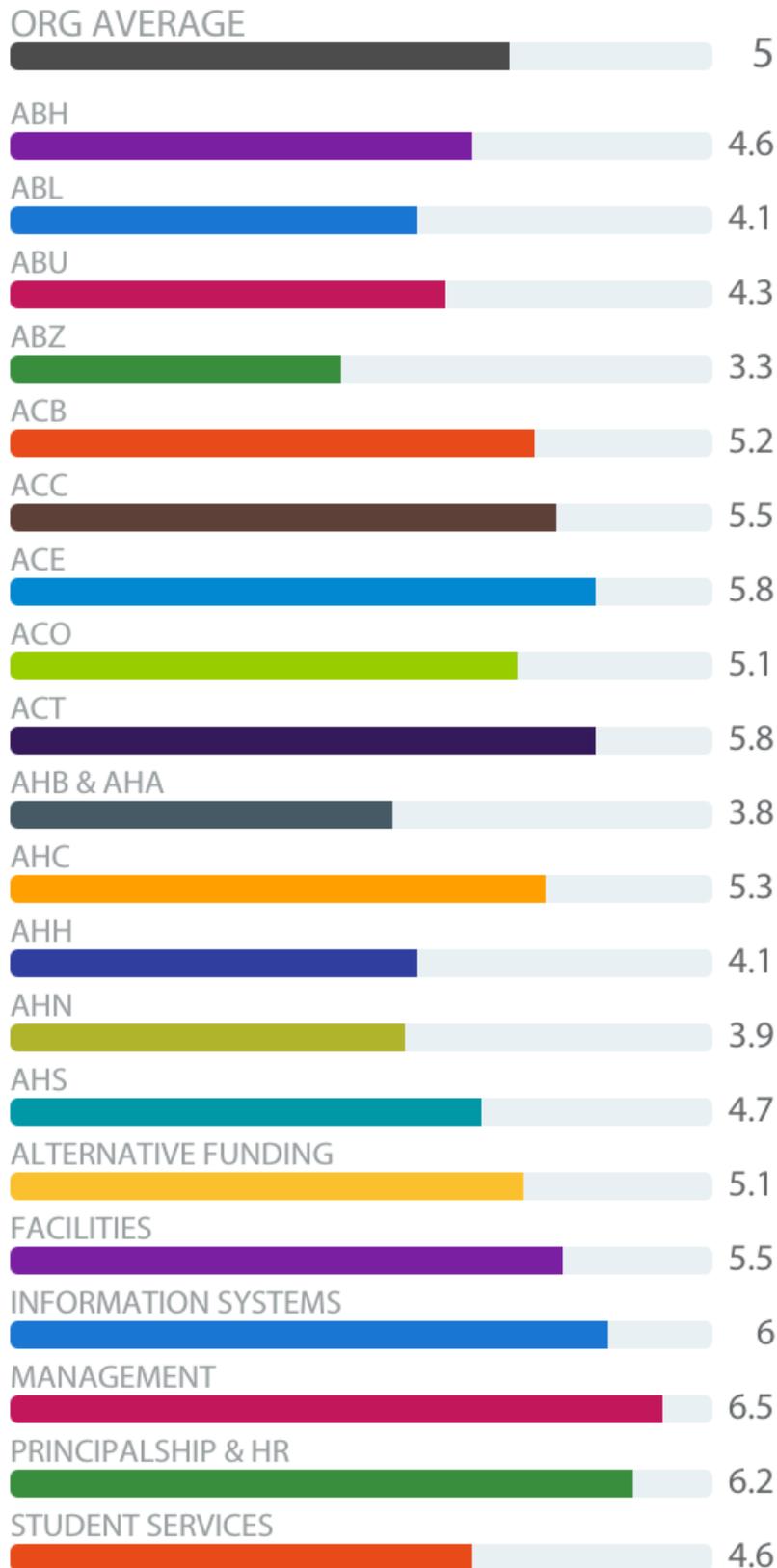
“Inclusiveness is part of what we do every day.”

### Indicator 3: Empowering and involving people



All four base questions had high disagreement scores, especially “I have a say in decisions that affect my role” which had a disagreement score of 34.1%.

# Indicator 3: Empowering and involving people



## EMPOWERING AND INVOLVING PEOPLE

Members of staff confirmed that they have access to knowledge and information to do their job well, not only through your continuous learning and development offerings but also through the more effective sharing of knowledge and information within teams, which they found to be very beneficial.

You have been working very hard over the past year to give managers and members of staff more autonomy, and the confidence to take decisions appropriate to their role in your college. There is no doubt that you are endeavouring to create a culture of clear ownership and accountability. This has definitely improved since the last assessment and members of staff told me that there was a much greater sense of ownership at all levels.

Members of staff stated that working from home during the pandemic had enhanced and honed their decision making skills, and that they were clearer now as to the level of decision that they could take appropriate to their role.

You have nine cross college working groups and the way you involve different members of staff in these group is excellent. I also had good feedback about your Digital Working group, which has made great strides in making IT more efficient and user friendly for everyone. You have good working relationships with your trades union representatives and I was pleased to interview them as group at this assessment

Comments included:

“We challenged a new policy at our team meeting.”

“I put forward ideas as to how our processes could be better, which would help resources and improve efficiency.”

“My Manager trusts me to make decisions.”

“We could be included more in decision making.”

“I feel really listened to and I have ownership of my tasks.”

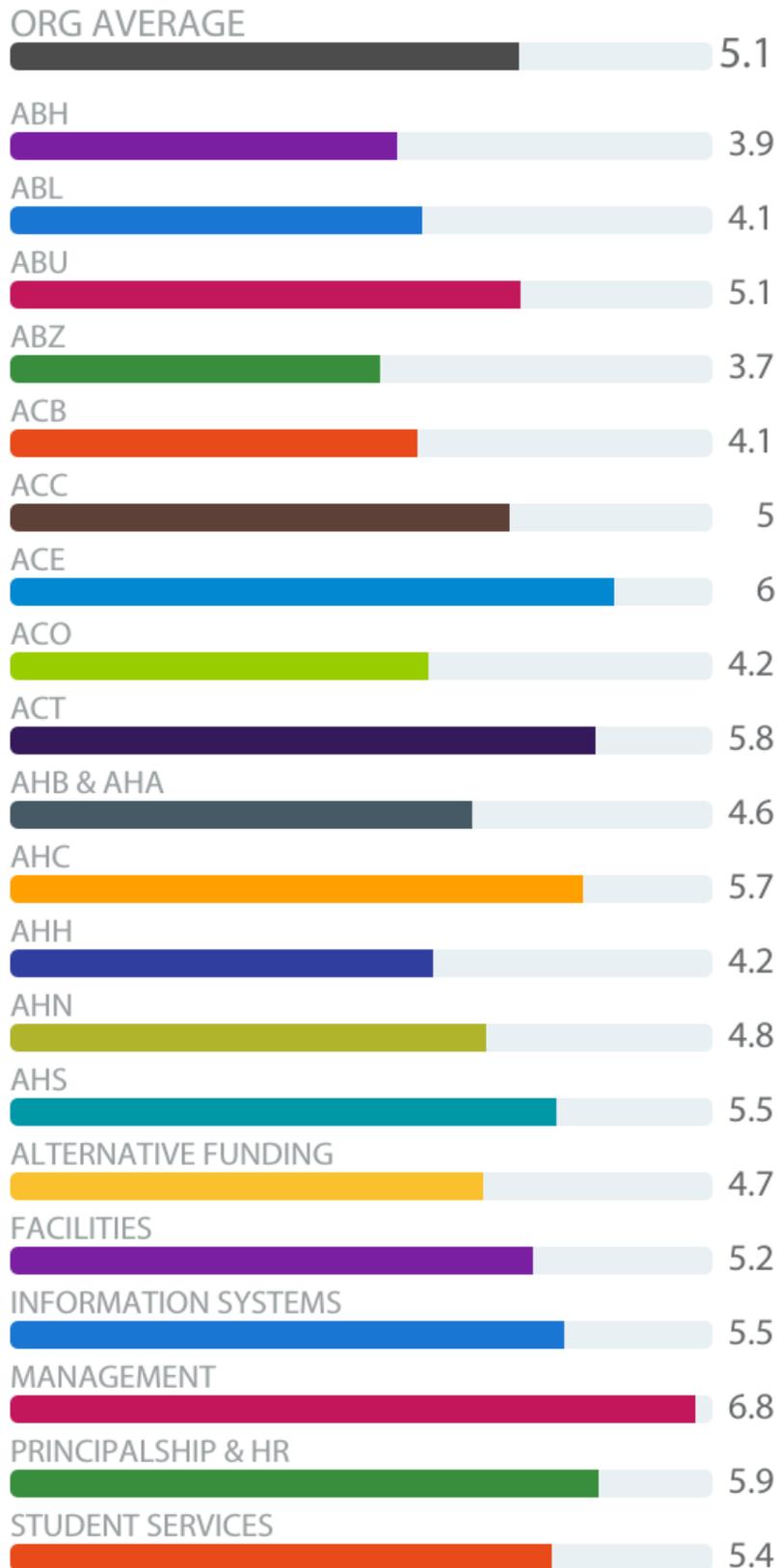
# Supporting

## Indicator 4: Managing performance

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
<b>Base Questions</b>							
I have agreed my objectives with my line manager within the last 12 months	27.1%	32.3%	13.1%	10.0%	2.2%	5.7%	9.6%
I feel encouraged to perform to the best of my abilities	23.1%	30.1%	19.2%	7.9%	6.6%	4.8%	8.3%
My manager helps me improve my performance	24.5%	26.6%	16.2%	13.5%	6.6%	6.1%	6.6%
I have discussed my performance with my manager in the last 6 months	26.2%	29.7%	14.0%	7.0%	3.5%	9.2%	10.5%
<b>Optional Questions</b>							
My manager provides me with feedback	17.0%	34.1%	17.9%	10.0%	7.4%	6.6%	7.0%
At my organisation, poor performance is addressed by managers	7.0%	14.4%	22.3%	20.1%	12.2%	9.6%	14.4%
The feedback my manager gives me is helpful	20.5%	32.8%	11.8%	20.1%	4.4%	5.2%	5.2%

The base and the optional questions both had high disagreement scores. The disagreement score for the question “At my organisation poor performance is addressed by managers” had a very high disagreement score of 36.2%.

# Indicator 4: Managing performance



## MANAGING PERFORMANCE

You have recently revised and refreshed your performance Review process, which has been renamed as Career Review. Training on how to conduct the reviews has been carried out with your managers and this was well received. Feedback was very positive from members of staff I interviewed, especially regarding the process being automated, doing away with paperwork and easier to fill in. However, I did find that not all members of staff have had a Career Review. Many had not even had an appraisal under your old scheme. I believe that this is a development area for you. This is confirmed by a high disagreement score of 23.2% to the question “I have discussed performance with my manager in the last six months.”

Coaching and Mentoring continues to be very strong across your organisation and is one of the ways in which members of staff continue to learn and develop.

Comments included:

“Our Career Reviews are now automated.”

“The Career Reviews are much better.”

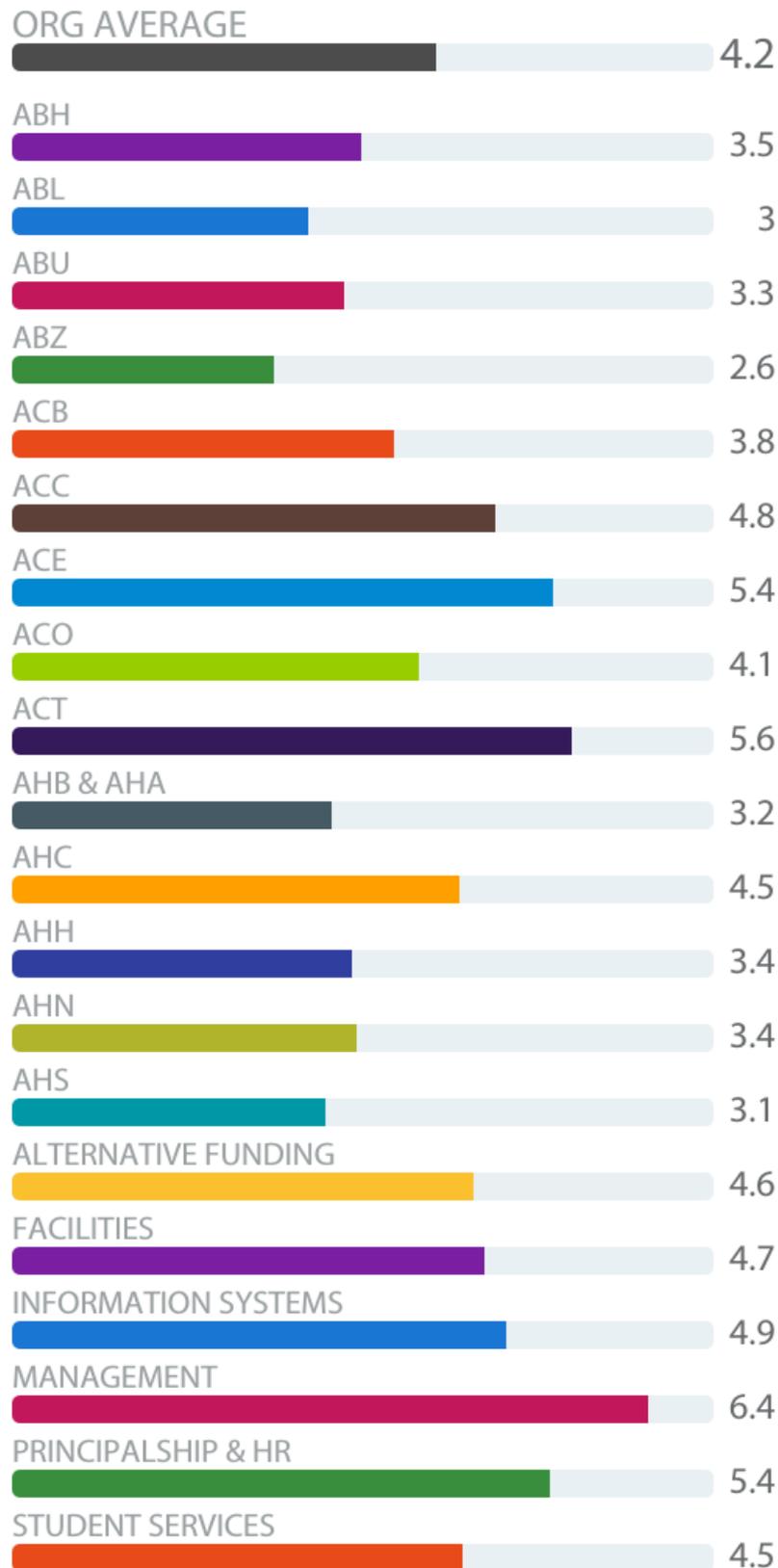
“I have not had any feedback for some time.”

### Indicator 5: Recognising and rewarding high performance

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
<b>Base Questions</b>							
I am consistently recognised when I exceed expectations	11.8%	21.0%	16.2%	16.2%	8.3%	12.2%	14.4%
I get appropriate recognition for the work I do	11.4%	21.0%	20.1%	13.1%	11.4%	9.6%	13.5%
I feel appreciated for the work I do	14.8%	27.9%	17.5%	10.5%	9.2%	7.0%	13.1%
I am rewarded in ways that match my motivations	9.2%	17.0%	15.3%	19.7%	10.0%	14.8%	14.0%

This was your lowest scoring indicator on the survey with high disagreement scores on all four base questions. The question “I am rewarded in ways that match my motivations” had a very high disagreement score of 38.8%.

# Indicator 5: Recognising and rewarding high performance



## RECOGNISING AND REWARDING HIGH PERFORMANCE

I am aware that you have been working hard on your Reward and Recognition Strategy since your last assessment and I believe that you have made great strides forward in the way you recognise members of staff for the work they do in your college. You have set up a cross-departmental group to work on developing a Recognition Framework. Mention was made of members of staff being appreciated in newsletters as well as on Facebook and Twitter. Progress has been made in ensuring managers appreciate, praise and thank members of staff for work carried out, and members of staff appreciate this immensely. Your work in the field of Health and Wellbeing is superb and this was rewarded by your achievement of the Investors in People Platinum Award for Health and Wellbeing in September 2022.

I believe that the low scores in the survey are partly due to the ongoing national pay negotiations with your teaching staff and also the protected time arrangements for working at home and at the college, which at the time of my interviews were uppermost in staff members' minds. There was mixed evidence regarding morale. Some felt it was low and others thought it was relatively good.

Comments included:

“There is work being done to give members of staff the opportunity to shine and come forward to show they are valued.”

“We are working on our Recognition Framework.”

“My Manager appreciates what I do.”

“Our college benefits have been revised and updated.”

“We do get thanked.”

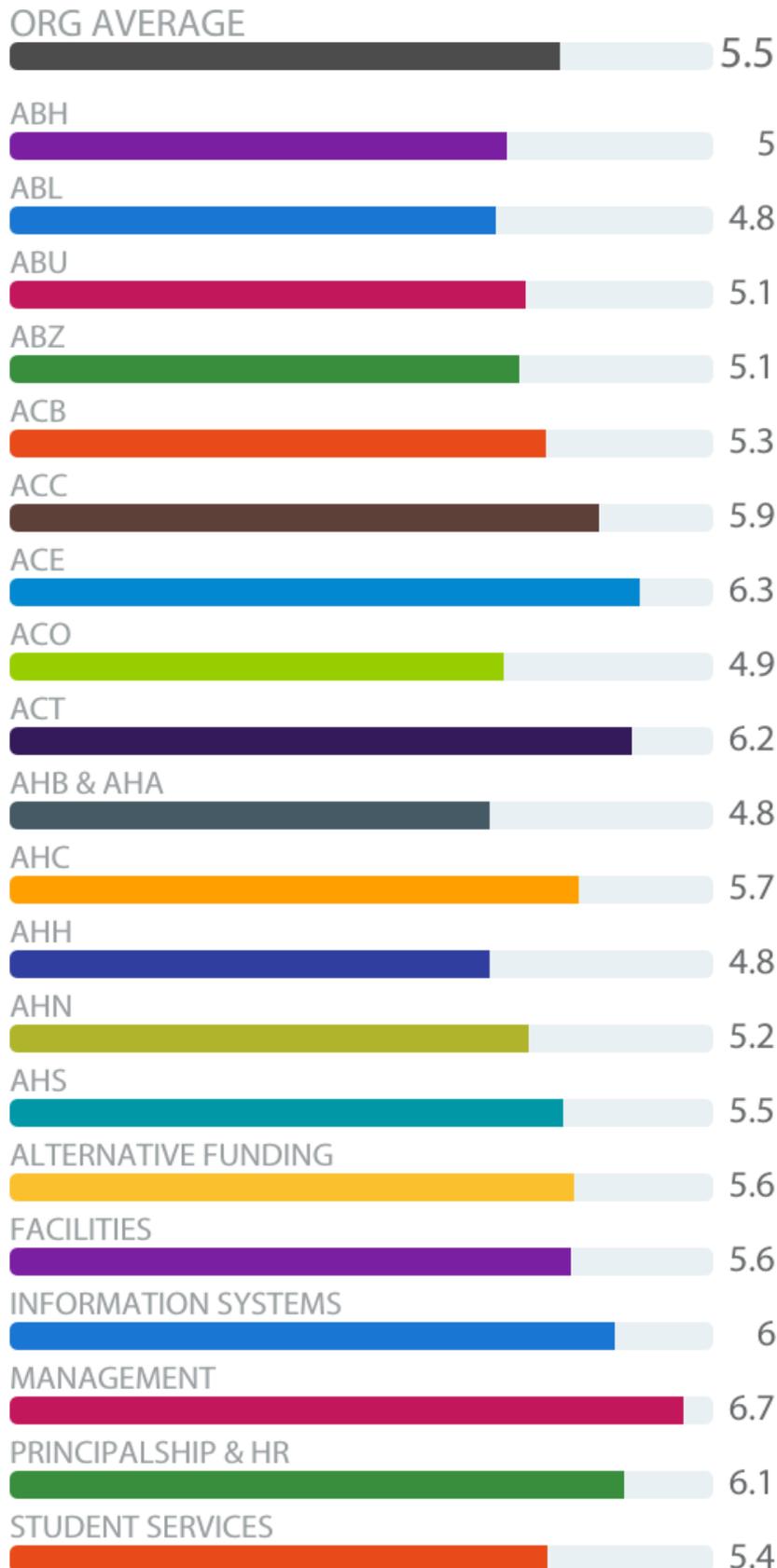
“Our college benefits are really good here.”

## Indicator 6: Structuring work



This was your highest scoring indicator in the survey but disagreement scores in this indicator were still high, with a disagreement score of 18.8 % in answer to the question “I am able to develop the skills I need to progress.”

## Indicator 6: Structuring work



## STRUCTURING WORK

You have introduced a new organisational structure since the last assessment and this is embedding well.

Members of staff I talked to confirmed that they are clear about their roles and responsibilities, and the standards expected of them. Job descriptions have been revised and updated, if necessary. You have carried out a lot of work on the Professional Standards for Lecturers in Scotland's Colleges, which is linked to GTC Registration, and I received good feedback on this work.

You have been revising and refreshing your policies, and this has been very successful. Good feedback was received from new members of staff on your Induction process and how they were told about your policies and procedures.

Members of staff work within specific teams but there is a strong sense of collaborative working now across your organisation and I was impressed to see how hard all members of staff are working together to achieve your Vision, Mission and Strategic Objectives.

Comments included:

“New policies have been developed which is good.”

“Policies are on our portal.”

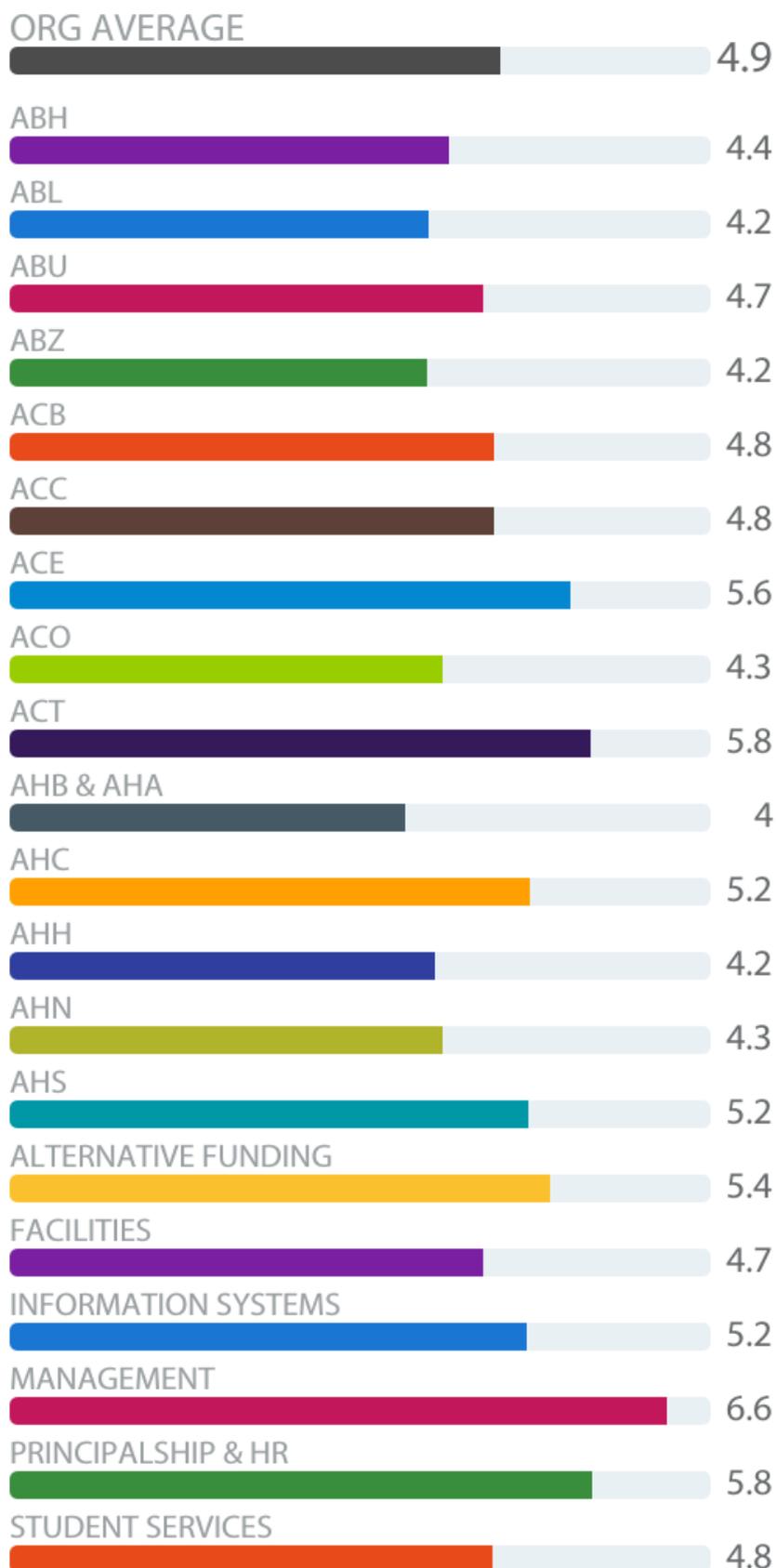
# Improving

## Indicator 7: Building capability

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
<b>Base Questions</b>							
My manager thinks it is important that I develop my skills	24.9%	32.3%	16.2%	12.2%	5.2%	4.4%	4.8%
I have opportunities to learn at work	15.3%	37.1%	21.8%	9.2%	5.7%	5.7%	5.2%
I make use of my organisation's learning and development opportunities	15.7%	34.5%	23.1%	14.4%	3.1%	5.2%	3.9%
I know how my organisation invests in learning and development	14.8%	25.3%	21.0%	14.0%	7.9%	10.0%	7.0%
People are selected for roles based on their skills and abilities	9.6%	23.6%	18.8%	17.0%	12.7%	7.9%	10.5%

The disagreement scores are again high, which will be disappointing for you as you believe that you invest a great deal in the learning and development of your members of staff. The question “I know how my organisation invests in learning and development” had a disagreement score of 24.9% and the question “People are selected for roles based on their skills and capabilities” had a disagreement score of 31.1%.

## Indicator 7: Building capability



## **BUILDING CAPABILITY**

I was very impressed with the amount of investment you have put into learning and development since the last assessment and so I know that you will be very disappointed with the low survey scores. You have a detailed Employee Training Plan for the Academic Year, which details how training will be carried out in six areas, and a budget is allocated to each area. Members of staff talked about training being received through the Annual Staff Conference Day and also through Staff Development days tailored to the department they work in. Good feedback was received on both these set training days.

You are working on a Talent Management Strategy to cover both Academic and Support members of staff, and I believe that this will have a positive effect on your staff retention rate. It will also help to attract new members of staff to your college.

Your recruitment and selection procedures are very fair, efficient and effective, and you use your Values as the basis of your recruitment.

Your Succession Plan continues to be a work in progress, and I believe that you have worked very hard on this plan since your last assessment.

Comments included:

“Staff CPD is better now.”

“Our Succession Plan continues to be a work in progress.”

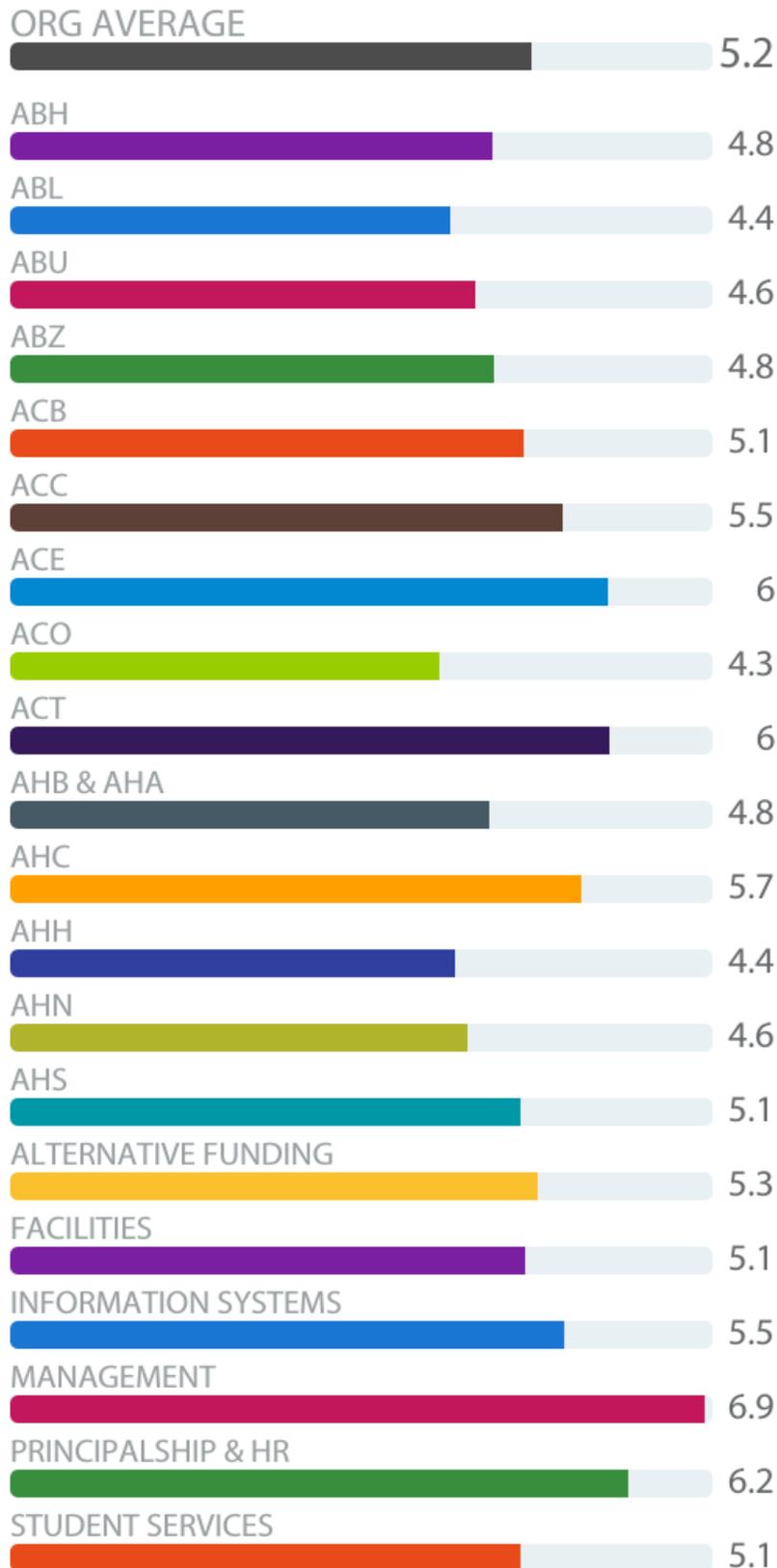
“Our recruitment and selection procedures are very good.”

## Indicator 8: Delivering continuous improvement



This was your third highest scoring indicator in the survey but the disagreement score to the question “I am responsible for improving the way we do things” was high at 18.9%.

# Indicator 8: Delivering continuous improvement



## DELIVERING CONTINUOUS IMPROVEMENT

This report already shows how much you continue to encourage continuous improvement and you measure the impact of your investment in members of staff by linking it specifically to achieving your Strategic Objectives. You are very strong in bringing in knowledge externally to improve your organisation’s performance and have worked hard in this area since the last assessment. Mention was made of forming partnerships with local employers, of working, to name but a few, with Skills Development Scotland, the Scottish Funding Council, Education Scotland, Scottish Government, the College Development Network, Fearless Glasgow and Quality Forum groups.

Members of staff I believe are more commercially aware now of the need to ensure their courses are filled and that their students complete the courses and, as mentioned earlier, a Curriculum Review is being carried out at present to address this area.

New ideas and suggestions from members of staff are being welcomed now by Management and members of staff are pleased that this is happening. Mention was specifically made of the new CPD tracking log, the protected time for Curriculum Managers, new ways of working, more consultation with external bodies and the work you are undertaking on the environment and sustainability.

Comments included:

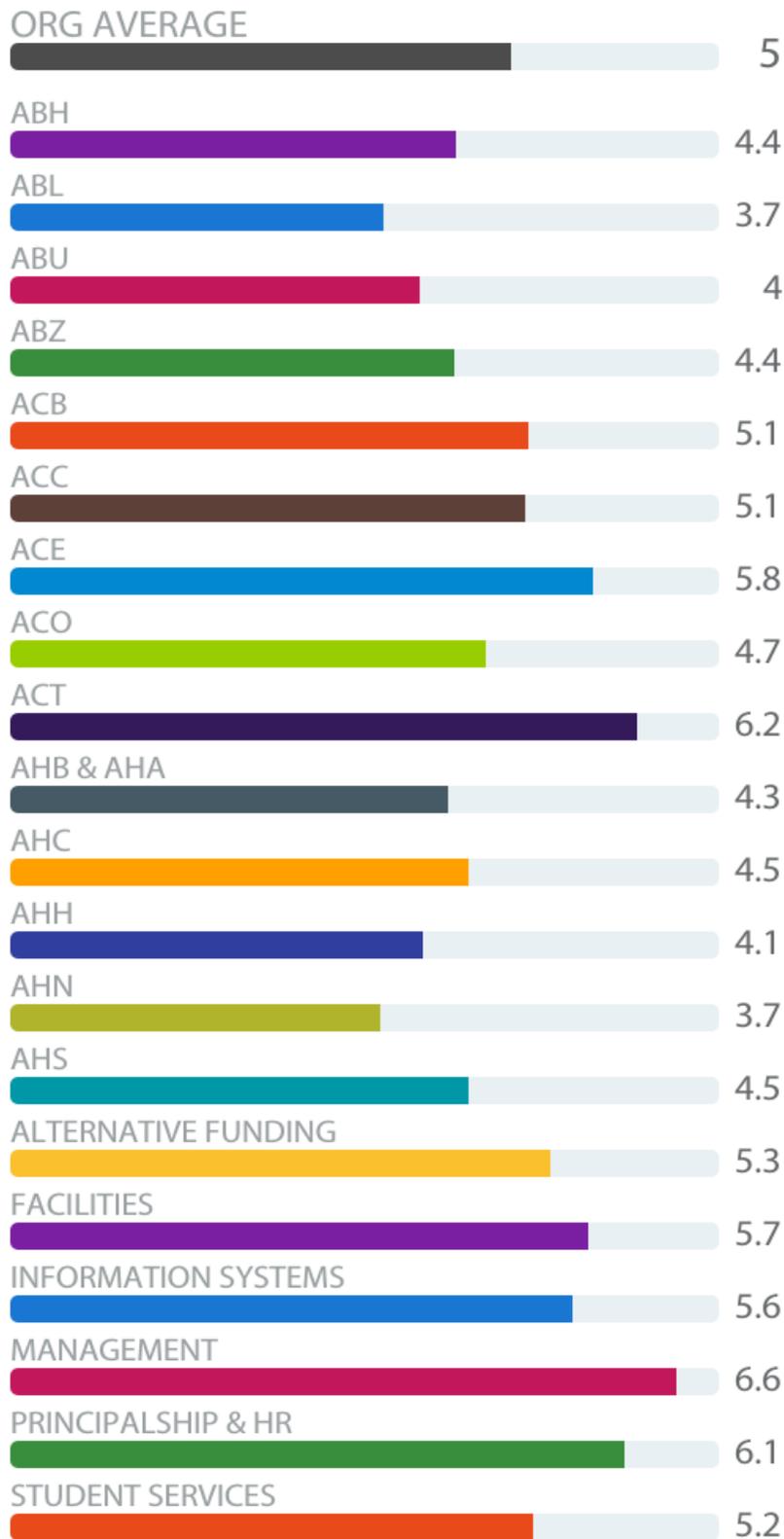
“Barriers have been removed in the college and we are able to suggest new ideas now.”  
 “We work with many external agencies.”

### Indicator 9: Creating sustainable success



Your scores in this indicator are also low, especially to the question “My organisation is a great place to work” with a disagreement score of 24.1% and a disagreement score of 24.4% to the question “My organisation embraces change.”

## Indicator 9: Creating sustainable success



## CREATING SUSTAINABLE SUCCESS

You are very clear on your future priorities and I believe that members of staff are now much more involved in the development of your future plans and the part they have to play in ensuring that your organisation thrives and continues to move forward and be successful. Members of staff are very aware of the future challenges for your organisation and cited the college's reputation, recovery from Covid 19, student funding, recruiting and retaining students, students' resilience and wellbeing, diversifying courses to suit what industry wants, recruiting and retaining members of staff, inflation, the pace of digital change, rising energy costs and the increased cost of living.

You have dealt with a great deal of change since your last assessment and continue to do so, and you are to be commended for the way you have handled this. The changes are detailed earlier in my report but you believe the biggest changes have been around your organisation's restructure, your new Teaching, Learning and Assessment Strategy, the work you are doing to upskill your Curriculum Managers, the refreshing and revising of all your policies, and your ongoing work on innovation.

You are clear on who your stakeholders are and have worked hard over the last couple of years to enhance and develop these partnerships. Your partnership work is very strong, and all members of staff are aware of the importance of this work to promote your college.

Your work in the community remains very strong and your recent community open day was a great success. Your charity work is outstanding and your support for both local and national charities is immense. You are also to be commended for the work you do with ESOL students.

Comments included:

“Our challenge is to attract students to our courses.”

“Funding is a big challenge for us.”

“Staff morale is a challenge.”

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### HR COMMITTEE

<b>DATE</b>	14 September 2023
<b>TITLE OF REPORT</b>	Internal Audit – Staff Recruitment and Retention
<b>REFERENCE</b>	07
<b>AUTHOR AND CONTACT DETAILS</b>	Gary McIntosh, Head of Human Resources gary.mcintosh@slc.ac.uk
<b>PURPOSE:</b>	To update members on the outcome of the recent internal audit and to discuss the management response.
<b>KEY RECOMMENDATIONS/ DECISIONS:</b>	Members are asked to: <ul style="list-style-type: none"> <li>• note the findings of the internal audit; and</li> <li>• discuss the management response.</li> </ul>
<b>RISK</b>	Risk of not maintaining a consistent, high standard of recruitment and retention.
<b>RELEVANT STRATEGIC AIM:</b>	<ul style="list-style-type: none"> <li>• Successful Students</li> <li>• The Highest Quality Education and Support</li> <li>• Sustainable Behaviours</li> </ul>
<b>SUMMARY OF REPORT:</b>	Henderson Loggie recently concluded their internal audit into staff recruitment and retention. The audit result is “Satisfactory” with 6 recommendations. The College agrees with the recommendations and have included a management response to each, in the enclosed report.

## 1. INTRODUCTION

1.1. This paper provides an overview of the recent internal audit into Staff Recruitment and Retention, which was conducted by Henderson Loggie. Based on its findings, the audit concludes with a Satisfactory result and with 6 recommendations.

## 2 BACKGROUND

2.1 As part of the Internal Audit programme for 2023/24 Henderson Loggie carried out a review of the systems in place in relation to staff recruitment and retention.

2.2 The audit concluded with a “Satisfactory” result, which is the second highest score and is defined as “system meets control objectives with some weaknesses present”.

2.3 The report highlighted 6 observations, against which the following recommendations have been made:

2.3.1 **Lack of Recruitment Policy:** It is recommended that the College define timeframes for completion of the ongoing review of its recruitment and selection policies to ensure that these are completed in a timely manner and are issued to the relevant staff for their understanding.

2.3.2 **Lack of Recruitment Procedure:** It is recommended that the College prepare procedural documents to formally document the administration processes to be followed when recruiting a new member of staff, to ensure that the process can be consistently performed by anyone in the event of staff absences / unexpected turnover.

2.3.3 **Marking documentation as “original sighted”:** It is recommended that copies of all originals held on file are signed as being reviewed and confirmed as an original document by the HR officer who was presented with the document for copying.

2.3.4 **Wrong date handwritten by employee:** It is recommended that in future when uploading documentation to the new HR system, that the College should take steps to ensure that all information is accurate prior to upload to the new HR system, and any amendments to the information held on file should be checked with the relevant stakeholder(s) where any issues are identified.

2.3.5 **Scan hardcopy files into new System:** It is recommended that the College set out a clear timeline for importing all relevant hard copy documentation to the new HR system iTrent, to ensure that this data transfer is completed in a timely manner and to avoid a protracted scenario where some information is held electronically and some information is still held in hardcopy files.

2.3.6 **Lack of employee engagement framework:** It is recommended that the College implement ongoing engagement measures to capture levels of staff satisfaction to reduce the risk of employees leaving the employment of the College due to issues which could have been managed and resolved had they been identified earlier.

## 3 DISCUSSION

3.1 The Management Response enclosed recognises the findings and recommendations made by Henderson Loggie. Further information into each area is shown in the table below.

3.2 Table 1: Information Behind Audit Findings

Audit Finding	Information
Lack of recruitment policy and procedure	<p>This outcome was expected and is in the next series of policy and procedures creation.</p> <p>Members were informed of the significant number of policies and procedures to be created and refreshed, in relation to HR requirements. Member initially prioritised the refresh of high priority procedures surrounding employee relations.</p> <p>On 23<sup>rd</sup> May 2023, Members agreed to now focus on the creation of policies and/or procedures in relation to recruitment, induction, local recognition and procedure agreement, training, exiting of employees and reasonable adjustments. Some of these are currently being progressed.</p> <p>The new HR System will impact the Recruitment Procedure.</p> <p>The recruitment policy and procedure have target implementation dates of January 2024 and May 2024 respectively.</p>
Lack of “original sighted” on copied documents.	<p>It has not been the College’s approach to mark “original sighted” on the basis that all copies were taken by HR of the original document.</p> <p>However, recognising this as a “best practice” the College welcomes this improvement and is seeking to see how the new HR System may also support this.</p> <p>Handwriting “original sighted” on the copies has now been implemented. This is now implemented.</p>
Wrong handwritten date by employee.	<p>An employee wrongly wrote their date of birth, instead of the date of signing:</p> <p>The College accepts this error and believes it to be a one-off. The use of the new system will mitigate employee’s being able to wrongly date such new hire paperwork, as it will be done on the system. With immediate effect, additional checks will also be carried out to mitigate this risk, until the new system goes live.</p>
Lack of employee engagement framework.	<p>As part of the current HR &amp; People Strategy, the College is looking to implement an employee engagement framework in 2025. This will allow the HR team to gain efficiencies in time from the new HR System before focussing and this, and other, value-added-tasks.</p> <p>The framework will be designed to measure employee engagement throughout the employee journey and will be used for interventions and reviews of experience levels.</p> <p>Thus far, the College has relied on frameworks of third parties, such as Investors in People and National Centre for Diversity, which has provided some useful but disjointed insight.</p>

## **4 EQUALITIES**

4.1 There are no new matters for people with protected characteristics which arise from consideration of the report.

## **5 RISK**

5.1 Risk of not maintaining a consistent, high standard of recruitment and retention.

## **6 RECOMMENDATIONS**

6.1 Members are asked to:

6.1.1 note the findings of the internal audit; and

6.1.2 discuss the management response.

LEVEL OF ASSURANCE

Satisfactory

# South Lanarkshire College

## Staff Recruitment and Retention

Internal Audit report No: 2023/03

Draft issued: 18 August 2023

Final issued:



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## Level of Assurance

In addition to the grading of individual recommendations in the action plan, audit findings are assessed and graded on an overall basis to denote the level of assurance that can be taken from the report. Risk and materiality levels are considered in the assessment and grading process as well as the general quality of the procedures in place.

Gradings are defined as follows:

<b>Good</b>	System meets control objectives.
<b>Satisfactory</b>	System meets control objectives with some weaknesses present.
<b>Requires improvement</b>	System has weaknesses that could prevent it achieving control objectives.
<b>Unacceptable</b>	System cannot meet control objectives.

## Action Grades

<b>Priority 1</b>	Issue subjecting the organisation to material risk and which requires to be brought to the attention of management and the Audit and Risk Committee.
<b>Priority 2</b>	Issue subjecting the organisation to significant risk and which should be addressed by management.
<b>Priority 3</b>	Matters subjecting the organisation to minor risk or which, if addressed, will enhance efficiency and effectiveness.



# Management Summary

## Overall Level of Assurance

<b>Satisfactory</b>	System meets control objectives with some weaknesses present.
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## Risk Assessment

A review of the South Lanarkshire College risk register, identified the following specific risks relating to Staff Recruitment and Retention:

- Risk 10 - That there is a failure to provide an engaging and effective employee journey (post mitigation score – 6)
- Risk 11 - That there is a failure to safeguard the health and wellbeing of staff and students (post mitigation score – 6)

## Background

As part of the Internal Audit programme at South Lanarkshire College for 2023/24 we carried out a review of the systems in place in relation to staff recruitment and retention. The ANA identified this as an area where risk can arise and where Internal Audit can assist in providing assurances that the related control environment is operating effectively, ensuring risk is maintained at an acceptable level.

Oversight of the processes regarding recruitment and selection is the responsibility of the Head of Human Resources, and the rest of the HR team. The HR team is comprised of the HR Officer, an Equality Officer, and three HR Assistants, who undertake the recruitment processes with the relevant hiring managers, and they are responsible for managing the recruitment process with the relevant advertising facilities, applications, interviews, selection and onboarding. The HR team also ensure that the relevant compliance checks are undertaken for all incoming staff, including Protection of Vulnerable Groups (PVG), criminal convictions, right to work (RTW) and appropriate references.

The HR team and the SLT within the College share responsibility for the retention arrangements to help ensure that a high quality of staffing complement is maintained within the College. In the absence of the allowance for supplementary financial inducements to be provided to staff, the College has implemented non-financial measures, on top of the existing benefits, such as employer pension contributions and favourable holiday allowances.

At the time of this review, the College did not have formal policies and procedures in place around recruitment and selection, and staff retention. The Head of Human Resources prepares documentation for the SLT and the College Board regarding staff turnover, recruitment requirements, equality, diversity and inclusion, and other HR information. A HR Committee is in place to manage staff governance issues, which meets quarterly and is comprised of the Head of Human Resources, three Non-Executive Board Members (one of whom is the Chair of the Committee), the College Principal, and the Executive Member (staff member on the Board).



## Scope, Objectives and Overall Findings

This audit considered the adequacy and effectiveness of policies and procedures for staff recruitment and selection and the processes in place that contribute to the retention and engagement of staff.

The table below notes the objective for this review and records the results:

Objective	Findings				Actions already planned
The objective of the audit was to obtain reasonable assurance that:	1	2	3	No. of Agreed Actions	
1. There are appropriate formal policies and procedures relating to recruitment and selection which meet legal requirements, including those regarding equality and diversity, and these are being followed in practice.	Satisfactory	-	1	4	
2. The College has appropriate policies and processes in place that contribute to the retention of staff, including good internal communication and employee engagement, reward and recognition, and ongoing training which are in line with good practice and being effectively implemented.	Good	-	-	1	
<b>Overall Level of Assurance</b>	Satisfactory	-	1	5	System meets control objectives with some weaknesses present.



### Audit Approach

The College's policies and procedures were reviewed, and the Head of Human Resources, the HR Officer, the Associate Principal, the Curriculum Manager for Learning & Development and the Head of Student Services were interviewed. Walk through and detailed compliance testing was carried out to consider the overall efficiency and effectiveness of the procedures and the extent to which risks are being identified and managed regarding the above objectives.

### Summary of Main Findings

#### **Strengths**

- HR staff interviewed demonstrated a clear understanding of the processes in place regarding recruitment and onboarding of new members of staff;
- Although there is established custom and practice in place for the completion of the relevant stages of each recruitment exercise, these are not currently formally documented;
- All interview panels feature the hiring manager, a member of the HR Team and a senior member of staff to allow for a variety of skillsets to be represented;
- Recruitment exercises are transparent in relation to the level of feedback provided;
- The Head of HR reports periodically to the SLT and to the College Board on staff recruitment, turnover and equalities information;
- Equality, diversity and inclusion information is provided via the College website for stakeholder review;
- The College handbook is provided to all incoming member of staff and defines the groups and facilities available to staff;
- Templates are in place, and are made readily available on the College's share drive, for conducting recruitment and onboarding processes, to help ensure that a consistent approach is applied;
- Reward and recognition avenues are in place, both through marketing and through newsletters and bi-monthly updates from the Principal of the College;
- Discount websites, exercise classes, social groups and other non-financial benefits are made available to all College staff; and
- Information from outgoing staff is fed back to the Curriculum Managers and HR to ensure that any issues within a department / business area of the College can be addressed in a timely manner.

#### **Opportunities for Improvement**

- The College does not have formal policies in place which define responsibilities in relation to recruitment and selection, and describing the employment regulations and legislation which the College must adhere to;
- The College does not have up to date procedures in place to document the recruitment processes in place and to ensure that these are being followed consistently;
- From inspection of files from recent recruitment exercises, only one document copy was signed by the receiving member of staff to explicitly confirm that the original document (such as right to work documentation) had been received and copied;
- The College should ensure that in future all information is accurate prior to upload to the new HR system, and any amendments to the information held on file should be checked with the relevant stakeholder(s) where any issues are identified;
- All personnel documentation is held in hard copy employee folders, with a College wide HR system scheduled to be implemented in autumn 2023.
- The College does not currently have ongoing engagement measures with employees which provides HR with sight of any emerging issues / areas for improvement, and as such, these issues are only flagged with HR at the point at which the employee chooses to leave the organisation.



**Acknowledgments**

We would like to take this opportunity to thank the staff at South Lanarkshire College who helped us during the course of our audit visit.



## Main Findings and Action Plan

**Objective 1 – There are appropriate formal policies and procedures relating to recruitment and selection which meet legal requirements, including those regarding equality and diversity, and these are being followed in practice.**

From discussions with the Head of Human Resources, it was identified that the College is in the process of renewing its HR policies, as these were not updated during the tenure of the previous Head of Human Resources. It was noted that the compliance related policies and procedures within the Human Resources department (such as those around grievances, disciplinaries, whistleblowing etc.) were developed initially to ensure that these were in place for existing employees, with those policies relating to the recruitment of new employees being earmarked for development at the time of this review. A paper was submitted to the HR Committee in May 2023 detailing the documentation which has been prepared, and describing the documentation which was in the process of being developed. The Recruitment and Section policies were noted as being required by the College, although no set date has been provided for the conclusion of their review, with the Equalities policy noted as being in progress as at May 2023.

### Recruitment Process

From discussions with the HR Officer, the Associate Principal, and the Curriculum Manager for Learning & Development, the following process was identified.

The Curriculum Manager identifies a need for a new member of staff, due to leavers/ increased demand, and passes this on to their Associate Principal for review and completion of the staffing request form. This includes any financial information and budgetary implications arising from the role being recruited. The College's Senior Leadership Team (SLT) meet weekly, and any staffing request that arises prior to Monday at 12 noon is considered and agreed in the Monday meeting during the Staffing Group discussions. The Principal sits on the SLT and therefore has oversight of any requests which are reviewed by this senior management group. The HR team track the requests which come in from the weekly meetings and manage these with the hiring manager to ensure that the position is formalised and advertised in a timely manner. All vacancies are recorded on an excel spreadsheet which is used to track the progress of preparation of the job descriptions etc. up to the point at which they are advertised. The job specification etc. is compiled by the HR Officer/ Assistant with the hiring manager, who define the requirements of the role, and pass this to HR to advertise through the relevant channels. Candidates submit their applications to the HR team, who anonymises these and then the applications are passed to the hiring manager for review and shortlisting. The same member of the HR team who initiated the process, sits on the interview panel, initiates the PVG process, and then issues the offer and contract and maintains the employee's file.

For all lecturing positions, a salary assessment form is completed against the lecturer pay scale numbered 1 to 5, and an appropriate grading is allocated based on their experience and whether they are TQFE qualified. Support staff salaries are determined by the national evaluation system. As this is currently under review, the college utilises an external consultancy company (ECC) to advise on pay scales for support staff.

The college has permanent full-time staff, permanent part time staff and temporary staff (which is reflected against student recruitment numbers). Student recruitment in practical areas has reduced in the academic year so temporary members of staff fluctuate based on the number of students in place.



### **Objective 1 - There are appropriate formal policies and procedures relating to recruitment and selection which meet legal requirements, including those regarding equality and diversity, and these are being followed in practice. (Cont.)**

The need for staff in a certain department is identified by the hiring managers. College staff acknowledge that it is challenging to employ high quality staff on temporary contracts due to the inherent uncertainty around future employment status. If, however, the College is offering a permanent role (part time or full time) then they will likely receive applications from more experienced / qualified staff.

#### Interviews

The interview candidate checklist is completed by the member of staff from HR administering the process. The HR Officer had previously been involved in all exercises. However, the HR Assistants have undertaken training and been assigned accountability for managing these exercises. The interview panels are comprised of a member of the HR team, the hiring manager and the member of Senior Management (often the Associate Principal) for the area, and this is chaired by the most senior member of staff present. Competence questions are shared between the panel members, with the role specific questions being shared between the most suited personnel. Interview sheets are in place and these have a scoring system attached, which are then assessed at the end of a round of interviews to rate the candidates against their peers, with a consensus being reached between the panel members following a discussion. The college writes to those who have not been successful and will email the successful candidate and provide them with their verbal offer, and note that this is subject to references, PVG and right to work documentation.

Unsuccessful candidates can request feedback and the HR team member present at the interview, will collate their notes and provide feedback to the candidate to help them improve where possible.

#### Compliance Areas

All applicants to the College are offered their position subject to the confirmation of their work history by the references which they have provided; a clear PVG being provided by Disclosure Scotland; criminal conviction checks aligning with the convictions declared by the candidate; and appropriate right to work documentation being provided in its original form.

Once all compliance checks have been completed by the relevant member of the HR Team, the Line Manager contacts the candidate and agrees a notice period and the start date and informs the HR team, who then prepare a contract and complete the new start checklist.

The equalities data recorded under the Public Sector Equality Duty, is aligned with the organisation's goals and the leavers within the population. The College also has an equality page on the website, which details the reports which they are required to prepare (including Gender Pay Gap figures and Equality Impact Assessments). At the time of this review, equalities information is prepared manually by the Equality Officer and in some cases, the HR Assistants, depending on the timeframes available. However, the incoming iTrent system will allow the College to capture equalities data through automated reports going forward.



**Objective 1 - There are appropriate formal policies and procedures relating to recruitment and selection which meet legal requirements, including those regarding equality and diversity, and these are being followed in practice. (Cont.)**

### Sample Testing

A sample of five recent recruitment exercises was selected to establish whether the recruitment process was being followed in practice, and that PVG checks, criminal convictions checks, equalities measures, and fair treatment were sufficiently undertaken throughout the process. From inspection of the documentation, the following was identified:

- The new starter checklist was completed for all new starts;
- Interview notes were retained for all incoming employees;
- PVGs were obtained for all staff prior to their start date;
- Three pieces of ID were obtained for all sampled employees;
- Two references were obtained for all sampled employees;
- All personal information was anonymised in the applications;
- The incorrect date was input for one of the employees' criminal convictions declarations; and
- All other criminal convictions were suitably completed.

From the sample tested above, it was noted that the ID obtained was only signed as evidenced as an original document for one employee, although we noted that the photocopies are taken at the College's premises. Additionally, one employee noted the data on their criminal convictions form as their date of birth, instead of the date on which the form was signed.

Recommendations have therefore been raised to flag the improvements required to be implemented by the College to address the above issues.



**Objective 1 – There are appropriate formal policies and procedures relating to recruitment and selection which meet legal requirements, including those regarding equality and diversity, and these are being followed in practice.**

Observation	Risk	Recommendation	Management Response	
<p>From discussions with the Head of Human Resources, it was identified that the College does not have formal policies in place to define responsibilities with regard to recruitment and selection, and setting out the regulations and legislation which the College must adhere to.</p>	<p>There is a risk that the College has not sufficiently defined its obligations with regard to recruitment and selection, and as such, relies on verbal / informal communication of responsibilities to its staff, which is more susceptible to error / misunderstanding.</p>	<p><b>R1</b> - It is recommended that the College define timeframes for completion of the ongoing review of its recruitment and selection policies to ensure that these are completed in a timely manner and are issued to the relevant staff for their understanding.</p>	<p>Whilst the College has never had a recruitment policy, the College follows a strict procedure with recruitment and ensures consistency and quality for all employees.</p> <p>Following a review, the College is currently refreshing dated policies and implementing policies where there are gaps. This year, the Human Resources Committee has agreed to a recruitment policy being part of the next suite of new policies being implemented.</p> <p><b>To be actioned by: Head of Human Resources</b></p> <p><b>No later than: 20<sup>th</sup> January 2024</b></p>	
			<p><b>Grade</b></p>	<p><b>2</b></p>



**Objective 1 – There are appropriate formal policies and procedures relating to recruitment and selection which meet legal requirements, including those regarding equality and diversity, and these are being followed in practice.**

Observation	Risk	Recommendation	Management Response			
<p>From discussions with the Head of Human Resources, it was identified that the College does not have up to date procedures in place to document the processes in place and ensure that these are consistently applied.</p>	<p>There is a risk that the College is reliant on staff knowledge and understanding of the processes, which may result in inconsistent application of procedures in the event of absences/ HR staff leaving.</p>	<p><b>R2</b> - It is recommended that the College prepare procedural documents to formally document the administration processes to be followed when recruiting a new member of staff, to ensure that the process can be consistently performed by anyone in the event of staff absences / unexpected turnover.</p>	<p>Whilst the College has never had a documented recruitment procedure, the College follows a strict procedure with recruitment and ensures consistency and quality for all employees. This will be updated with the current HR automation activities.</p> <p>Following a review, the College is currently refreshing dated procedures and implementing procedures where there are gaps. This year, the Human Resources Committee has agreed to a recruitment procedure being part of the next suite of new procedures being implemented.</p> <p><b>To be actioned by: Head of Human Resources</b></p> <p><b>No later than: 20<sup>th</sup> May 2024</b></p> <table border="1" data-bbox="1583 1177 2089 1284"> <tr> <td data-bbox="1583 1177 1848 1284"><b>Grade</b></td> <td data-bbox="1848 1177 2089 1284"><b>3</b></td> </tr> </table>		<b>Grade</b>	<b>3</b>
<b>Grade</b>	<b>3</b>					



**Objective 1 – There are appropriate formal policies and procedures relating to recruitment and selection which meet legal requirements, including those regarding equality and diversity, and these are being followed in practice.**

Observation	Risk	Recommendation	Management Response		
<p>The College has procedures in place for requesting that incoming employees provide the HR team with original copies of right to work documentation (passports, birth certificates, visas etc.). However, from inspection, only one employee’s copy was signed by the receiver to confirm that it was the original document. As this is best practice, and in the absence of procedural documents defining this process, the College would benefit from this rigour being applied in all cases.</p>	<p>There is a risk that the right to work documentation obtained is insufficiently recorded to demonstrate compliance with the legislation.</p>	<p><b>R3</b> - It is recommended that copies of all originals held on file are signed as being reviewed and confirmed as an original document by the HR officer who was presented with the document for copying.</p>	<p>The College follows a strict procedure with recruitment activities. All copies of necessary, original documentation are sighted. The College agrees that by signing the copies as “original sighted” this would be further evidence of this process being implemented.</p> <p><b>To be actioned by: Head of Human Resources</b></p> <p><b>No later than: 20<sup>th</sup> December 2024</b></p>		
			<table style="width: 100%; border: none;"> <tr> <td style="width: 80%; border: none;"><b>Grade</b></td> <td style="width: 20%; background-color: #4caf50; color: white; text-align: center; border: none;"><b>3</b></td> </tr> </table>	<b>Grade</b>	<b>3</b>
<b>Grade</b>	<b>3</b>				



**Objective 1 – There are appropriate formal policies and procedures relating to recruitment and selection which meet legal requirements, including those regarding equality and diversity, and these are being followed in practice.**

Observation	Risk	Recommendation	Management Response	
<p>From inspection of the sample of incoming employees' files, it was noted that one employee recorded the date on which they signed the criminal convictions declaration as their date of birth. This error was not picked up by the onboarding member of the HR team.</p>	<p>There is a risk that the files held are not accurate and reflective of the effective demonstration of controls within the process.</p>	<p><b>R4</b> - It is recommended that in future when uploading documentation to the new HR system, that the College should take steps to ensure that all information is accurate prior to upload to the new HR system, and any amendments to the information held on file should be checked with the relevant stakeholder(s) where any issues are identified</p>	<p>The College accepts that an administrative error by a new employee had been missed. All other documentation in the file would confirm that this was a mistake.</p> <p>Additional checks will take place for future documentation checks. The new HR System may support this.</p> <p><b>To be actioned by: Head of Human Resources</b></p> <p><b>No later than: 20<sup>th</sup> May 2024</b></p>	
			<p><b>Grade</b></p>	<p><b>3</b></p>



**Objective 1 – There are appropriate formal policies and procedures relating to recruitment and selection which meet legal requirements, including those regarding equality and diversity, and these are being followed in practice.**

Observation	Risk	Recommendation	Management Response	
<p>At the time of this review, documentation is held in hard copy employee folders, with a College wide HR system scheduled to be implemented in the Autumn of 2023.</p>	<p>There is a risk that key employee documentation could be lost or damaged in its physical form, resulting in fines and / or reputational damage to the College.</p>	<p><b>R5</b> - It is recommended that the College set out a clear timeline for importing all relevant hard copy documentation to the new HR system iTrent, to ensure that this data transfer is completed in a timely manner and to avoid a protracted scenario where some information is held electronically and some information is still held in hardcopy files</p>	<p>Following the implementation of the new HR System, the College will propose the importing of hard copy documentation. This will allow the College time to understand the time and process necessary to undertake this task.</p> <p>The College will aim to have a project plan for the importation by 20<sup>th</sup> May 2024.</p> <p><b>To be actioned by: Head of Human Resources</b></p> <p><b>No later than: 20<sup>th</sup> May 2024</b></p>	
			<p><b>Grade</b></p>	<p><b>3</b></p>



**Objective 2 - The College has appropriate policies and processes in place that contribute to the retention of staff, including good internal communication and employee engagement, reward and recognition, and ongoing training which are in line with good practice and being effectively implemented.**

Where staff decide that they are leaving the employment of the College, the employee's line manager will hold an initial informal conversation with them to understand why they are leaving. Following this discussion, the outgoing employee will then have a discussion with HR and formalise their resignation in writing. HR then discuss the reasons with the line manager to ensure that the information is complete and accurate. The college then ensures that the staff member is comfortable fulfilling their notice period and flag any needs to HR to help ensure a straightforward transition, and also to initiate the process of replacing the employee. The staff member is then offered an exit interview by HR, which they have the choice to decline.

In order to help ensure that existing staff are comfortable in their role (and therefore more likely to remain in it), the line managers will review the staff member's ability to manage others, manage their own workload, manage any administrative tasks such as budgeting, and any other relevant areas on an ongoing basis to ensure that they are suited to the role, both prior to them being awarded it, and then on an ongoing basis. From discussions with the Head of Human Resources and the Associate Principal, it was noted that government set terms such as holidays, working conditions, contracted hours, pension contributions, and salary primarily encourage staff to remain at the college.

From discussions with the Curriculum Manager for Learning & Development it was noted that the main reason for staff leaving the college is either retirement or to pursue a more senior role at another institution which has a vacancy which the college does not. As such, there have been no trends identified, however, discussions are held between the Curriculum Managers and their Associate Principals around leavers and as such, the Associate Principal would be in a position to raise any concerns. Turnover data is also reported to the HR Committee which breaks the turnover down into specific business areas.

### Retention Benefits

With regard to reward and recognition, the College has a staff newsletter containing updates about goings on at the college, a bi-monthly update from the Principal of the College, which includes employee interest stories, as well as nominations to external body awards by line managers / Associate Principals for exceptional pieces of work or community initiatives.

Other benefits include: access to a discount website which all staff can join, fitness groups, college wellbeing groups on Teams, mindfulness sessions and activities such as yoga classes. The college provides incoming staff members with this information via the college handbook, and supplement this with the induction process which familiarises new staff members with different areas of the college.

### Reporting

Staff turnover figures are presented to the HR Committee on a quarterly basis, with data split by department (Student Services, Finance, Curriculum Area 1, Curriculum Area 2, Principalship etc.) to highlight any trends in consistently high turnover in individual areas. From inspection of the most recent committee reports, the turnover figures for all departments have been provided in addition to a list of ongoing vacancies and vacancies which have recently been filled, to keep the members informed of any staffing gaps and any actions required to address these. It was noted that there are no employee surveys undertaken to note any areas of current or emerging staff dissatisfaction.



**Objective 2 - The College has appropriate policies and processes in place that contribute to the retention of staff, including good internal communication and employee engagement, reward and recognition, and ongoing training which are in line with good practice and being effectively implemented.**

Observation	Risk	Recommendation	Management Response	
<p>The College does not currently have ongoing engagement measures with employees, which provides HR with sight of any current or emerging issues / areas for improvement, and as such, these are only flagged with HR at the point at which the employee chooses to leave the employment of the organisation.</p>	<p>There is a risk that employees do not have adequate channels through which to communicate any needs to HR until the point at which they leave the college, resulting in employees leaving who could potentially have been retained.</p>	<p><b>R6</b> – It is recommended that the College implement ongoing engagement measures to capture levels of staff satisfaction to reduce the risk of employees leaving the employment of the College due to issues which could have been managed and resolved had they been identified earlier.</p>	<p>The College has historically measured engagement through various surveys. Whilst there have been regular surveys, they have followed the structure required by third party accreditations and have not provided the College with an engagement framework that is measured over time and across the employee journey. The College recognises this. It is included in the HR &amp; People Strategy.</p> <p><b>To be actioned by: Head of Human Resources</b></p> <p><b>No later than: 20<sup>th</sup> November 2025</b></p>	
			<p><b>Grade</b></p>	<p><b>3</b></p>



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**HR COMMITTEE**

<b>DATE:</b>	14 September 2023
<b>TITLE OF REPORT:</b>	Quarterly HR Report
<b>REFERENCE:</b>	08
<b>AUTHOR AND CONTACT DETAILS</b>	Gary McIntosh, Head of Human Resources <a href="mailto:gary.mcintosh@slc.ac.uk">gary.mcintosh@slc.ac.uk</a>
<b>PURPOSE:</b>	Provide the HR Committee with a quarterly update on HR matters.
<b>KEY RECOMMENDATIONS/ DECISIONS:</b>	Members are recommended to: <ul style="list-style-type: none"> <li>• note and question the updates relating to Headcount Management, Health and Wellbeing, Employee Engagement, Learning and Development and Employee Relations.</li> </ul>
<b>RISK</b>	The following risk is identified: <ul style="list-style-type: none"> <li>• Failure to manage: the headcount; employee health and wellbeing; employee engagement; learning &amp; development; and employee relations, could result in poor delivery for students.</li> </ul>
<b>RELEVANT STRATEGIC AIM:</b>	<ul style="list-style-type: none"> <li>• Successful Students – skilled &amp; knowledgeable staff</li> <li>• Highest Quality Education &amp; Support – valued &amp; enthusiastic staff; high-quality support services; productive partnerships</li> <li>• Sustainable Behaviours – effective leadership and management; excellent governance; continuing professional learning and development; appropriate risk management</li> </ul>
<b>SUMMARY OF REPORT:</b>	The report will provide insight into each of the following areas: <ul style="list-style-type: none"> <li>• Headcount Management.</li> <li>• Health &amp; Wellbeing.</li> <li>• Employee Engagement.</li> <li>• Learning &amp; Development.</li> <li>• Employee Relations.</li> </ul>

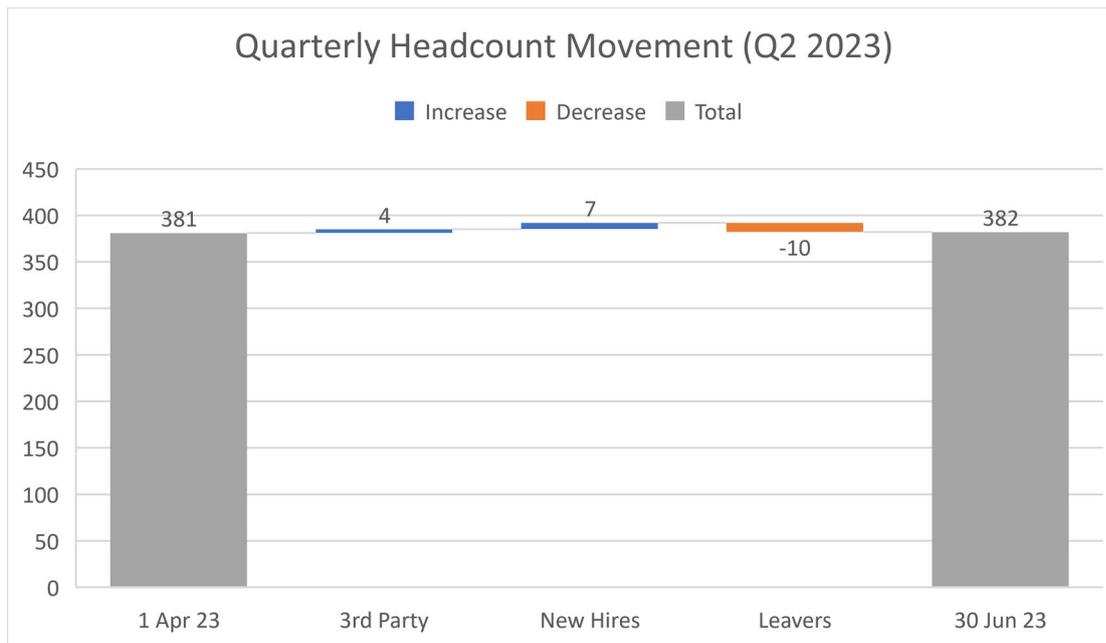
## 1 INTRODUCTION

1.1 This paper seeks to provide members with an overview of HR matters for the College for the period of 1 April to 30 June 2023.

## 2 HEADCOUNT MANAGEMENT

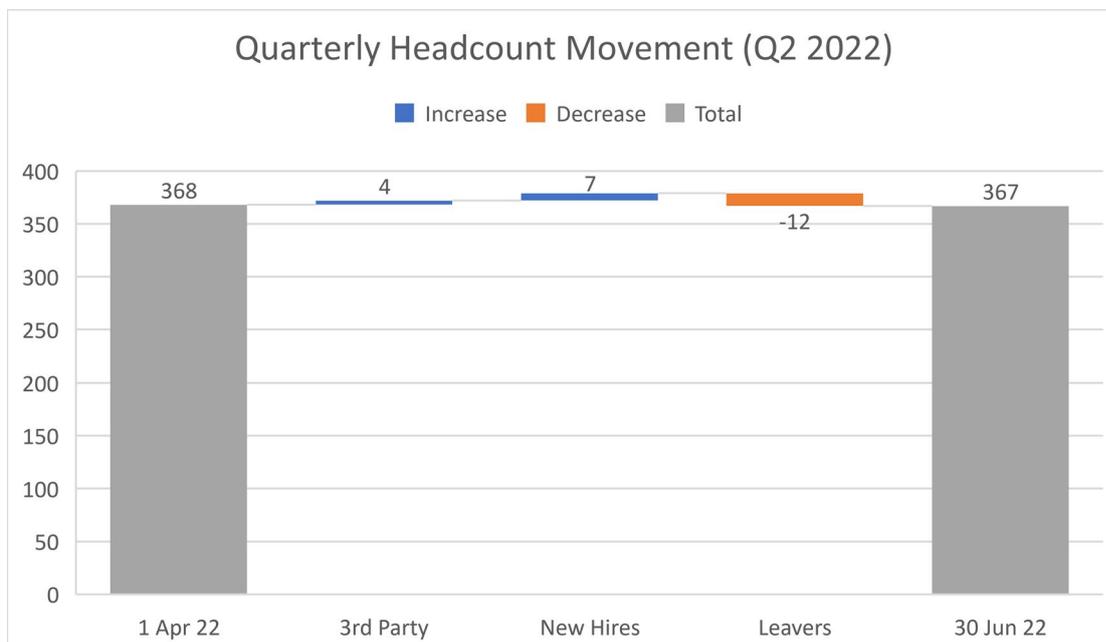
2.1 The quarterly headcount movement is shown in the graph below, which demonstrates a slight movement in headcount over the period, with 4 x 3<sup>rd</sup> party contractors, 7 new hires and 10 leavers.

2.2 *Chart 1: Quarterly Headcount Movement 2023*



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

2.4 *Chart 2: Quarterly Headcount Movement 2022*



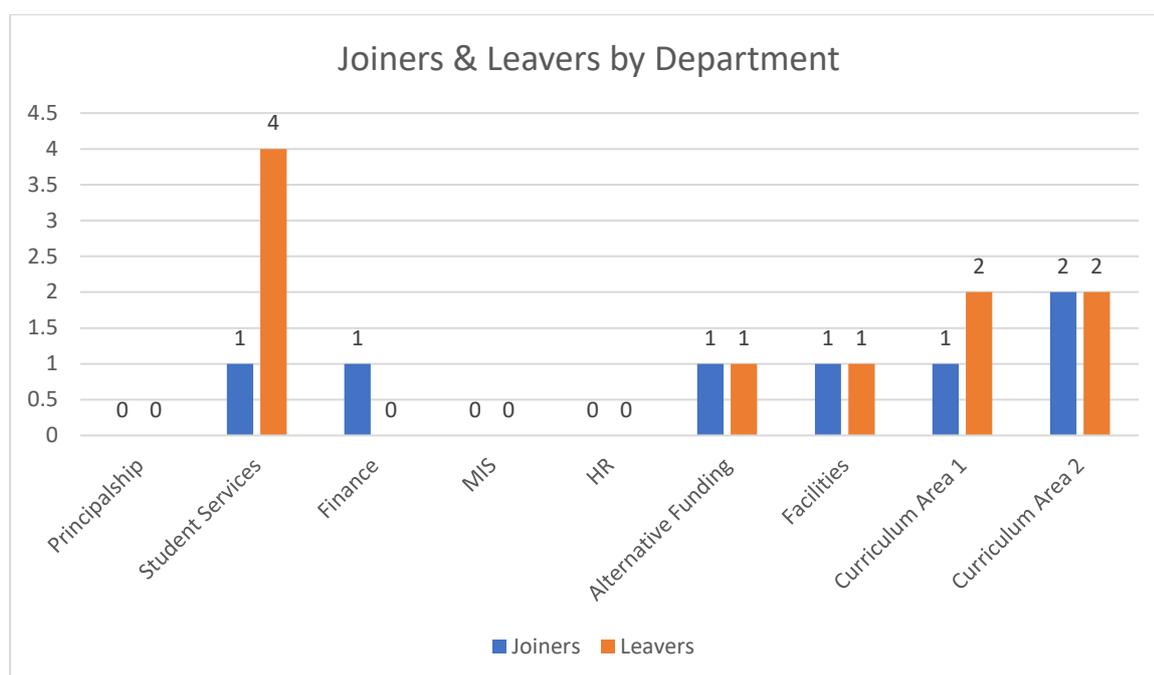
## 2.5 Recruitment

2.6 Recruitment activities during the period are shown below:

2.7 Table 1: Recruitment

Position	Status
Governance and Executive Support Manager	No appointment made. Interviews are w/c 4 Sept 2023
Alternative Funding Assistant Employability (Rural Ace)	Appointment made
Kitchen Assistant	Appointment made
Property Cleaner (Lanark)	Appointment made

## 2.8 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.

### 3.2 Wellbeing Initiatives

- 3.2.1 The onsite Chiropodist remains a popular service, following visits in March and April 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.
- 3.2.2 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.
- 3.2.3 The College provides support services to employees through partnerships with PAM Assist (the employee assistance programme) and Access to Work (a mental health support service).

3.2.4 The following table shows quarterly support.

3.2.5 Table 2: Quarterly Support

Support Service:	Examples of support accessed:	Number of employees who contacted the service:
Access to Work Funded Support	<ul style="list-style-type: none"><li>• Workplace Coaching Sessions</li><li>• Assistive Technology</li><li>• Office Equipment</li><li>• Travel to Work</li></ul>	3

## 4 EMPLOYEE ENGAGEMENT

### 4.1 *Employee Engagement & Internal Communications*

4.2 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. It is hoped that once the new Marketing and Communications Manager has been appointed further work will be done on staff engagement.

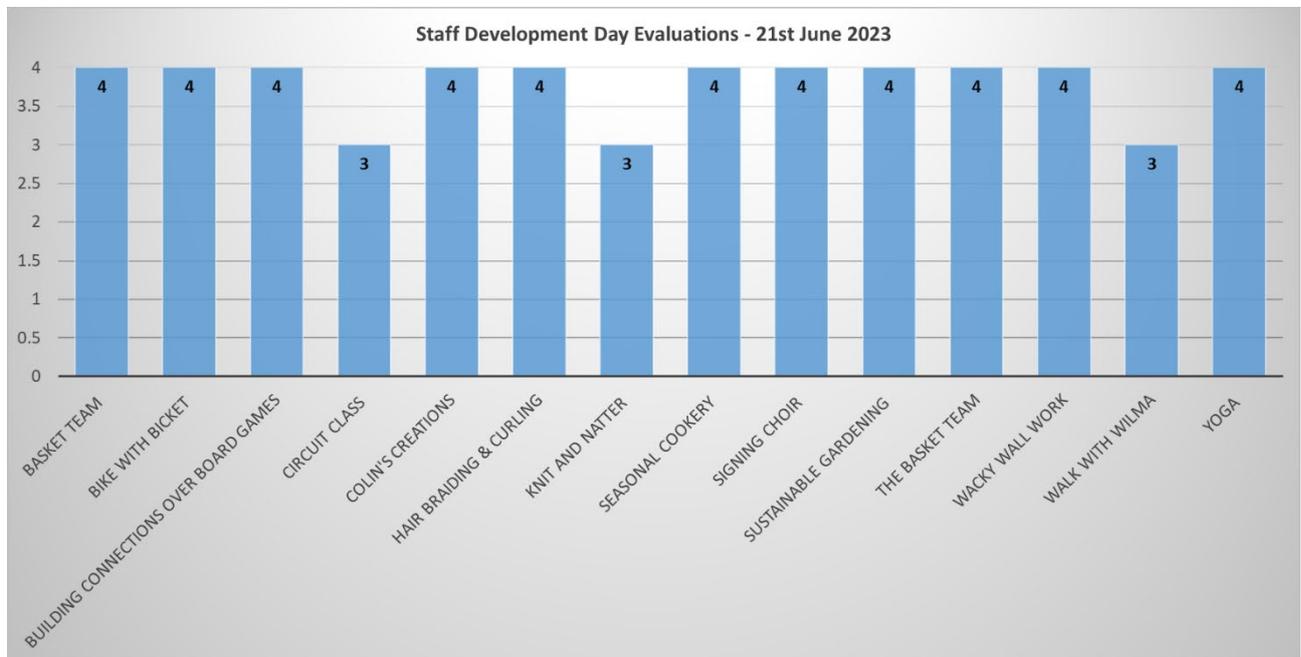
### 4.3 *Equality, Diversity and Inclusion (EDI)*

4.4 South Lanarkshire College is part of a new CDN, EDI network which represents EDI professionals and professionals with oversight of EDI matters in Scotland's colleges. The network works closely with professionals across the sector to embed EDI in all college functions. It does so by streamlining EDI practices across Scotland's colleges, identifying and maximising levers for change, and becoming a unified voice in the sector to drive structural change. The network will launch on Wednesday 13<sup>th</sup> September and will recur monthly.

## 5 STAFF DEVELOPMENT ACTIVITY

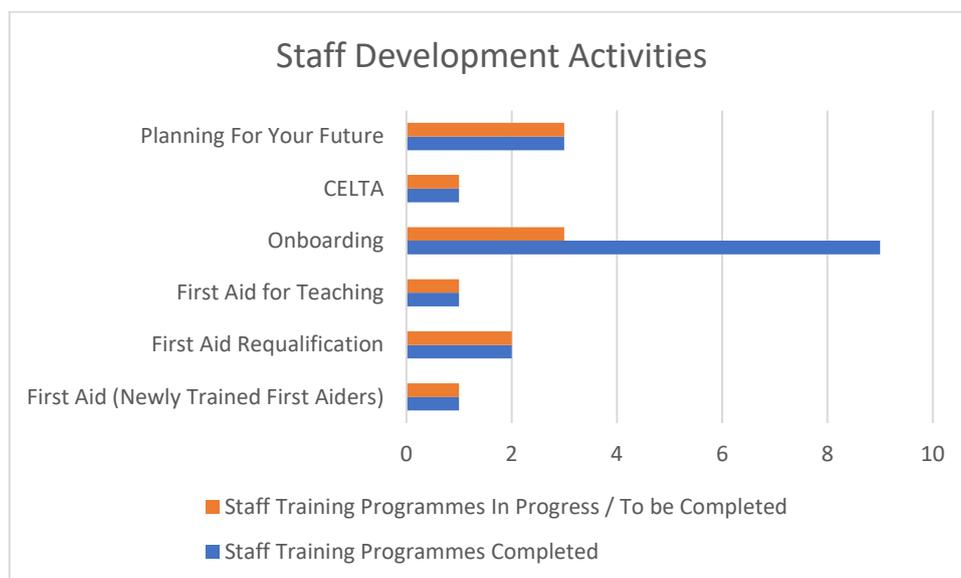
5.1 The Staff Development Day held in June 2023 began with the Principal's address and an AI in Education presentation in the morning. In the afternoon, staff had the opportunity to book onto peer led activities.

5.2 Chart 4: Staff Development Day Evaluations June 2023



5.3 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.

5.4 Chart 5: Staff Development Day Activities

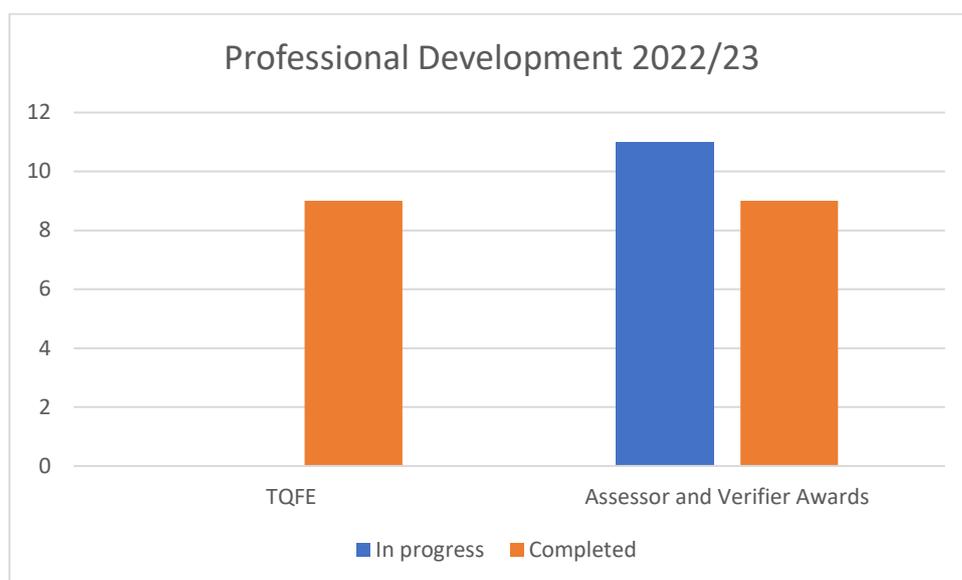


5.5 The new Teaching Qualification in Further Education (TQFE) cohort commenced in September 2022. This is the recognised in-service teaching qualification for FE lecturers

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.

5.6 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.

### 5.7 Chart 6: Professional Development



## 6 EMPLOYEE & INDUSTRIAL RELATIONS

### 6.1 Employee Relations

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

6.3 Chart 6: Employee Relations Activity



## 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.

**HR COMMITTEE**

<b>DATE:</b>	14 September 2023
<b>TITLE OF REPORT:</b>	Quarterly Health and Safety Report
<b>REFERENCE</b>	09
<b>AUTHOR AND CONTACT DETAILS</b>	Stella McManus, Principal & Chief Executive <a href="mailto:Stella.mcmanus@slc.ac.uk">Stella.mcmanus@slc.ac.uk</a>
<b>PURPOSE:</b>	To provide the Human Resources Committee with a summary of in-year performance to date.
<b>KEY RECOMMENDATIONS/ DECISIONS:</b>	Members are recommended to: <ul style="list-style-type: none"> <li>• to note the launch of the revised mandatory training;</li> <li>• consider and note accidents and first aid update;</li> <li>• note the impact of industrial action and risk assessment; and</li> <li>• consider and note the minutes of the Health and Safety Committee which took place on 18<sup>th</sup> April.</li> </ul>
<b>RISK</b>	<ul style="list-style-type: none"> <li>• That there is a failure to adhere to statutory and legislative health and safety requirements</li> </ul>
<b>RELEVANT STRATEGIC AIMS:</b>	<ul style="list-style-type: none"> <li>• Successful Students</li> <li>• Highest Quality Education and Support</li> <li>• Sustainable Behaviours</li> </ul>
<b>SUMMARY OF REPORT:</b>	<ul style="list-style-type: none"> <li>• There has been a relaunch of mandatory training online modules which includes health and safety. All staff have been asked to complete by the end of October 2023.</li> <li>• There has been a decrease in the volume of minor accidents.</li> <li>• There has only been one unplanned fire evacuation in this reporting period.</li> <li>• Industrial action from both Unison and EIS-FELA on 7 and 20 September has meant that the College has reviewed health and safety arrangements on these days and determined that as appropriate and adequate First Aid and Fire Wardens have been identified the College is safe to open.</li> </ul>

## **1. INTRODUCTION**

- 1.1 This paper provides an overview of health and safety activity from the April 2023 Committee meeting and covers April 2023-June 2023 reporting period which is detailed within the H&S Meeting Minutes paper in Annex A

## **2 TRAINING**

- 2.1 As part of the staff development day in August 2023, the College launched the new online courses for mandatory training for all staff. This includes a refresher on health and safety, the modules are due to be completed by the end of October 2023.

## **3 ACCIDENTS AND FIRST AID**

- 3.1 The accident reporting period is from April - June 2023 (Annex B). During this period there were sixteen minor accidents reported, which is a decrease of thirteen from the previous quarter. Members should note that there were no RIDDOR incidents. There was a very slight decrease in the number of bangs or falls this quarter, but nothing of major to note.
- 3.2 The seizure incidents continue to be from one student, and this is due to issues with the management of epilepsy medication and wider issues. A risk assessment has been put in place for this student to support both them and the staff. The Fitness to Study Policy will be applied as appropriate, to support the student to complete their course.
- 3.3 At times first aid incidents of this nature can be challenging for staff and the College is looking at support mechanisms for the first aiders when they deal with particularly difficult first aid cases.
- 3.4 The First Aid procedures have been refined due to feedback from staff, and all first aiders will have their own mobile phone for use when they are on duty. This requires amending rotas to ensure appropriate coverage at all times and so that the same staff are not covering first aid incidents. In addition, the Health and Safety Manager is providing further training on the procedures and what the expectations are for all.

## **4 HOUSEKEEPING**

- 4.1 The Health and Safety Housekeeping inspections continue on a weekly basis in conjunction with union representation.

## **5 FIRE ALARM ACTIVATIONS**

5.1 There was only one fire activation over the reporting period, which was caused by faulty kettle lid in one of the second-floor kitchens. The College now has the responsibility of calling the fire brigade or other emergency services should the alarm sound if it is suspected that the building is on fire or another emergency incident.

## **6 STRIKE ACTION**

6.1 National industrial strike action by both Unison and EIS-FELA, is taking place on 7 and 20 September 2023. The College has been working with the Health and Safety Manager and the wider Facilities and Senior Team, to ensure appropriate health and safety measures are in place for those days. The College has confirmed that:

- 6.1.1 there is adequate first aid cover;
- 6.1.2 there is adequate fire warden cover;
- 6.1.3 there is adequate staff within the building to support college operations and where appropriate amendments have been made, such as opening the College slightly later at 745am and
- 6.1.4 a risk assessment has been completed.

6.2 Unison under the "The Safety Representatives and Safety Committees Regulations 1977 have requested to see risk assessments, named staff undertaking the above duties. However, under the same act the personal information of staff cannot be shared with the anyone without their express permission.

6.3 The Risk Assessment can be viewed at Annex C.

## ANNEX 1 A: HEALTH AND SAFETY MEETING MINUTES

### MINUTES OF HEALTH AND SAFETY MEETING 18/04/23 11.30

#### Attendees

Present: Stella McManus, Craig Ferguson, Gary McIntosh, Alisdair McTavish, Rhona Keys, David Auchie, Fraser McCormick, Mandy Murray, Susan Thorburn John Dick, Neil Gillespie, Richard Lawton.

#### 1. Apologies

No apologies.

#### 2. Minutes of Previous Meeting (07.02.23)

- Fire Report – Fire Warden training is ongoing. JD reported 7 more staff to be trained. – ongoing by JD.
- Fire Warden – Fire Wardens carrying their duties without their hi-viz vests.
- First Aid Procedure – CF to chase IT about adding additional Wi-Fi hubs in the areas of the college affected by poor reception signals. CF informed Chris Sumner confirmed Wi-Fi module installed 1<sup>st</sup> June. In the meantime, there is coverage from other First Aiders. First Aiders not signing in at reception.

Actions To be Completed in Advance of Next Meeting:

- First Aiders training to sign in / Create new sign in process.
- Fire Wardens gain confirmation they can still carry out duties if no hi-viz vest on.
- Health & Safety Training – Monthly training for all staff

Actions To be Completed in Advance of Next Meeting:

- Plan physical training for Staff Development Day.
- Carry out regular monthly training for all staff.
- Smoking & Vaping – Health & Safety Team talked with Students Association and issued high viz vests to get Students Association to police vaping. SMcM spoke to lecturers and highlighted in newsletter vaping issues. SMcM informed all staff can in act Disciplinary Policy to tackle students vaping.

Future Action To be Completed:

- In new academic session 2023/24
  - Highlight in student induction.
  - Target a week or weeks during the academic session to crack down

#### 3. Accident Report (Quarter Figures)

The Committee reviewed the latest accident report as presented by NG.

There were 33 accidents. One of the highest types of accident was seizures. This has an impact on student ability to do course. SMcM highlighted the new Fitness To Study Policy to support existing and future students with any issues not covered by existing policies, which would help support them undertake a course.

Actions To be Completed in Advance of Next Meeting:

- Stella to provide a template example.

#### **4. Fire Report (Quarter Figures)**

- NG said during this quarter there 6 fire alarms all due to vaping. Fire logs are being completed. Fire Warden training is ongoing. JD reported 7 more staff to be trained. Update from the Scottish Fire & Rescue Service. From 1<sup>st</sup> July, all business and workplace premises should safely investigate the cause of a fire alarm and then call 999 if there is a fire.

Actions To be Completed in Advance of Next Meeting:

- Facilities Department put in a place a process to manage the Scottish Fire & Rescue Service change.

#### **5. Facilities Update**

CF informed DASC0 fixing workshop fire doors. DASC0 manufacturing new fire doors and will be ready for the summer to install. Fixed Wire Testing has started and 60% of work done and the remaining 40% will be completed during the summer period. PEEPS – discussed about Pregnant people being included in PEEPS or separate Pregnant Risk Assessment.

Actions To be Completed in Advance of Next Meeting:

- No actions

#### **6. Curriculum Area: Care**

ST highlighted that a Fire Warden doesn't go into the Annexe after a fire drill to say it is all clear. ST discussed the college Lone Working Policy and process. ST is concerned staff are working alone and other staff including managers are not aware.

Actions To be Completed in Advance of Next Meeting:

- JD/NG plan for Fire Warden to go into Annexe after a fire drill to say it is all clear
- JD & ST will review college Lone Working Policy

#### **7. Health and Safety Training**

JD reported several training sessions have been held i.e., Fire Warden & First Aid

Actions To be Completed in Advance of Next Meeting:

- Plan physical training for Staff Development Day on H&S policy.
- Carry out regular monthly training for all staff.

#### **8. Housekeeping**

NG informed committee he is carrying weekly Housekeeping H&S checks. He reminded CMs have 5 days to react to email and to monitor completion of H&S issues in their Curriculum Areas.

Actions To be Completed in Advance of Next Meeting:

- CMs carry out H&S repairs in Curriculum Areas with help from Facilities and Health and Safety

#### **9. A.O.C.B.**

Extraction in Painting department

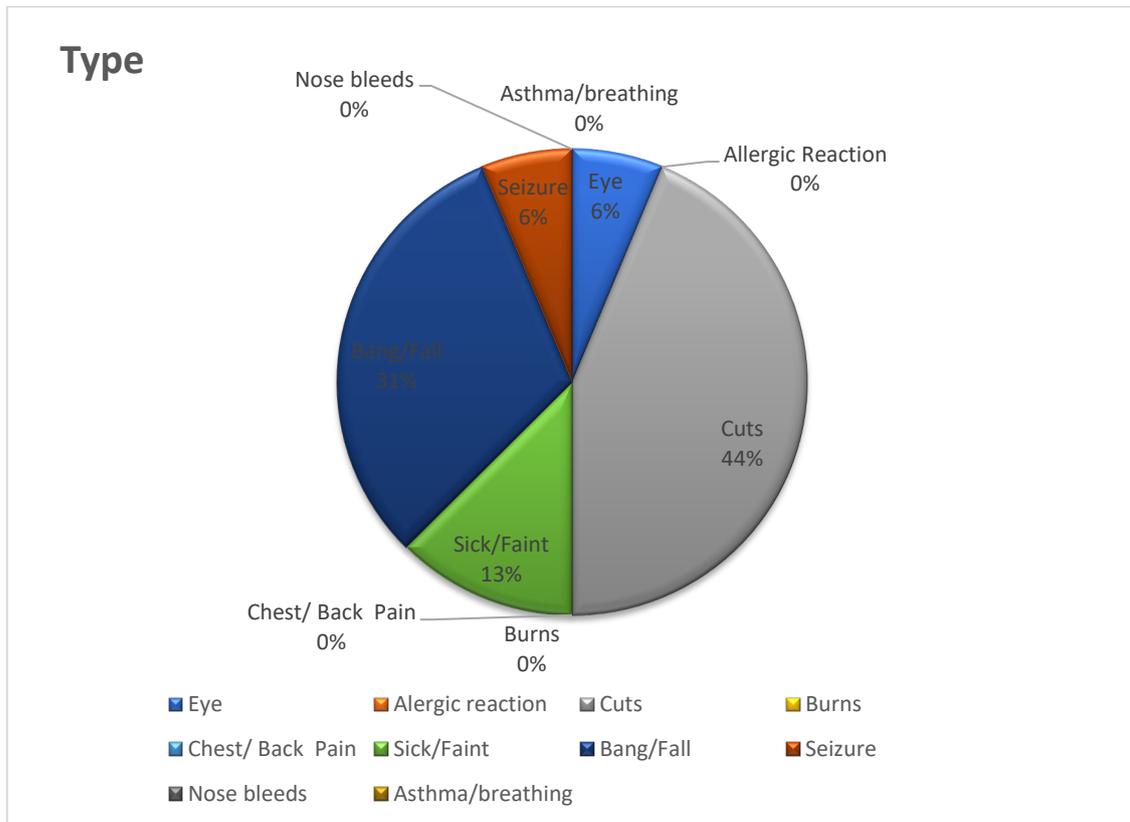
Actions To be Completed in Advance of Next Meeting:

- JD is collating a list of all chemicals being used.
- JD waiting on quotes for Occupational Monitoring from external organisations.

:

## ANNEX B: REPORTING ANALYSIS

### 1 Chart 1 and Table 1 Minor Accidents



Accident Type	April -June 2023	Previous Quarter
Eye	1	1
Allergic reaction	0	0
Cuts	7	5
Burns	0	1
Chest/ Back Pain	0	6
Sick/Faint	2	4
Bang/Fall	5	1
Seizure	1	7
Nose bleeds	0	3
Asthma/breathing	0	1
<b>Total</b>	<b>16</b>	<b>29</b>

# ANNEX C: RISK ASSESSMENT

## Risk Assessment

Assessed By: John Dick, Health and Safety Advisor

Today's Date: 01/09/2023

Location: College Campus

Review Date: 01/10/2023

Item	Activity	Hazard	Persons at Risk	Existing Control Measures	Likelihood 1-3	Severity 1-3	Risk Level 1-9	Action Required
1	Carrying out normal College operations during industrial action	First Aid coverage	Staff/Students	Suitable First Aid coverage available taking into consideration reduced personnel numbers in college during the strike action. In addition, any at risk students who require two first aiders will attend remotely.	1	3	3	The College has identified First Aiders who will be on campus during strike days, providing adequate cover. Attending First aiders will be made aware of changes and requirements for the day.
2	Carrying out normal College operations during industrial action	Fire evacuation coverage	Staff/Students	Fire wardens zones will be covered by the college management team and appropriate staff. Sufficient coverage is available taking into consideration reduced occupant numbers, and known staff on campus. All reporting to G01 confirming area. There is no limitation on fire wardens.	1	3	3	All identified personnel are being reminded of their duties during evacuations.
3	Use of Annex if required	No enhanced hazard. May be used if required	Staff/Students	All lecturing staff are Fire Wardens, Reception operated as normal if required to be used. The Annexe nor the low carbon house will be in use.	1	3	3	All staff to be made aware of this before the day. Provision has already been made for those classes as needed.
4	Building Evacuation	Lack of staff due to dispute	Staff/Students	Fire evacuation lift will be staffed, Fire evacuation process and fire service liaison managed as normal.	1	3	3	All staff to be made aware of requirements on the day. SLT will be used and Deputy Head of Facilities and Health and Safety Manager will be on campus and used to call fire services if required. In addition only the main campus will be in use.
5	Carrying out normal College operations during industrial action	Reduced staffing impacting on the following of college policies and procedures.	Staff/Students	Appropriate coverage of staff has been identified, which means no current practice is impacted. The College operates on campus working approach. Where staff are working off site this has been pre approved and is known to HR, and that there are appropriate support mechanisms in place.	1	3	3	Any staff members working off site are known to HR as part of the normal process in preparing for strike action. HR and staff members have been advised to check in throughout the day as required.
6	This RA covers dates of Lecturing & Support staff strike action.	Business continuity during strike action	Staff/Students	Support from existing staff members. All required fire & safety position covered by appropriate personnel	1	3	3	SLT, CMs and Facilities staff aware of roles to be carried out in the event of an emergency situation during these days.

If risk level is 6 or above, the facilities department must be informed immediately

To identify the risk level, use this matrix

		Potential severity of harm:		
		Slightly Harmful	Harmful	Extremely Harmful
Likelihood of harm occurring:	Highly Unlikely 1	Trivial 1	Tolerable 2	Moderate 3
	Unlikely 2	Tolerable 2	Moderate 4	Substantial 6
	Likely 3	Moderate 3	Substantial 6	Intolerable 9

Risk Assessment Form Completion Notes

**HR COMMITTEE**

<b>DATE:</b>	14 September 2023
<b>TITLE OF REPORT:</b>	Absence Management
<b>REFERENCE:</b>	10
<b>AUTHOR AND CONTACT DETAILS</b>	Gary McIntosh, Head of Human Resources <a href="mailto:gary.mcintosh@slc.ac.uk">gary.mcintosh@slc.ac.uk</a>
<b>PURPOSE:</b>	Provide the HR Committee with a quarterly update on Absence Management.
<b>KEY RECOMMENDATIONS/ DECISIONS:</b>	Members are recommended to: <ul style="list-style-type: none"> <li>• note the contents of this report; and</li> <li>• note the additional information provided in the appendix.</li> </ul>
<b>RISK</b>	The following risks are identified: <ul style="list-style-type: none"> <li>• adverse business, employee and student impact of long term and/or frequent absence; and</li> <li>• financial impact of absences.</li> </ul>
<b>RELEVANT STRATEGIC AIM:</b>	<ul style="list-style-type: none"> <li>• Successful Students – skilled &amp; knowledgeable staff</li> <li>• Highest Quality Education &amp; Support – valued &amp; enthusiastic staff; high-quality support services; productive partnerships</li> <li>• Sustainable Behaviours – effective leadership and management; excellent governance; appropriate risk management</li> </ul>
<b>SUMMARY OF REPORT:</b>	<p>Whilst there is an improvement in the five-year rolling quarterly absence rate at 6.85%, the overall rates are still noticeably higher than benchmark information.</p> <p>Long-term sickness continues to drive these numbers.</p> <p>Approximately salary cost of £94,000 is a direct cost for these absences, which is 981 working days over the quarter. This does not consider the costs of overtime, replacements, impact of service and salary oncosts.</p> <p>The overall absence frequency rate sits at 33%, which is the equivalent of 4 days absence for every employee, during the quarter.</p>

## 1 INTRODUCTION

1.1 This paper seeks to provide members with an overview of Absence Management for South Lanarkshire College for the period of 1<sup>st</sup> April to 30<sup>th</sup> June 2023.

## 2 FIVE YEAR ROLLING ABSENCE DATA

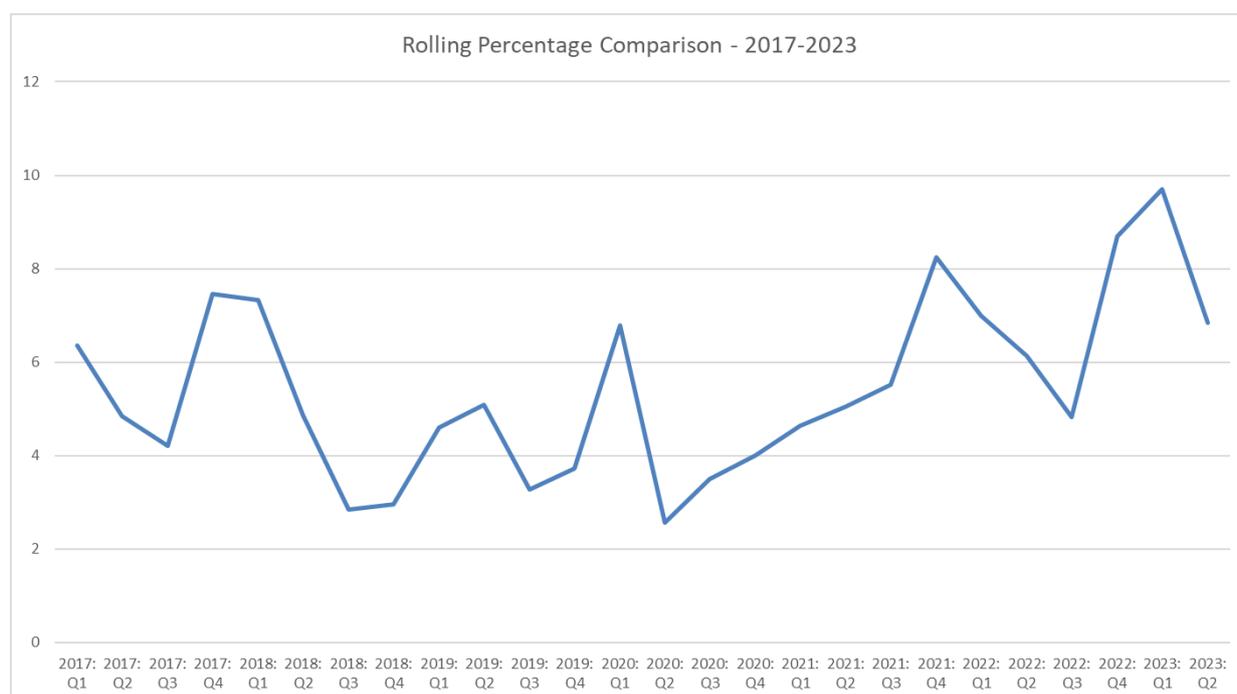
2.1 The College rolling absence percentages are shown in the graph below. The current absence rate has decreased to 6.85%. Absence rates remain above the official average data from the Office for National Statistics (ONS). The table below is updated with the ONS 2021 Absence Rates data:

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 82.98% 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.

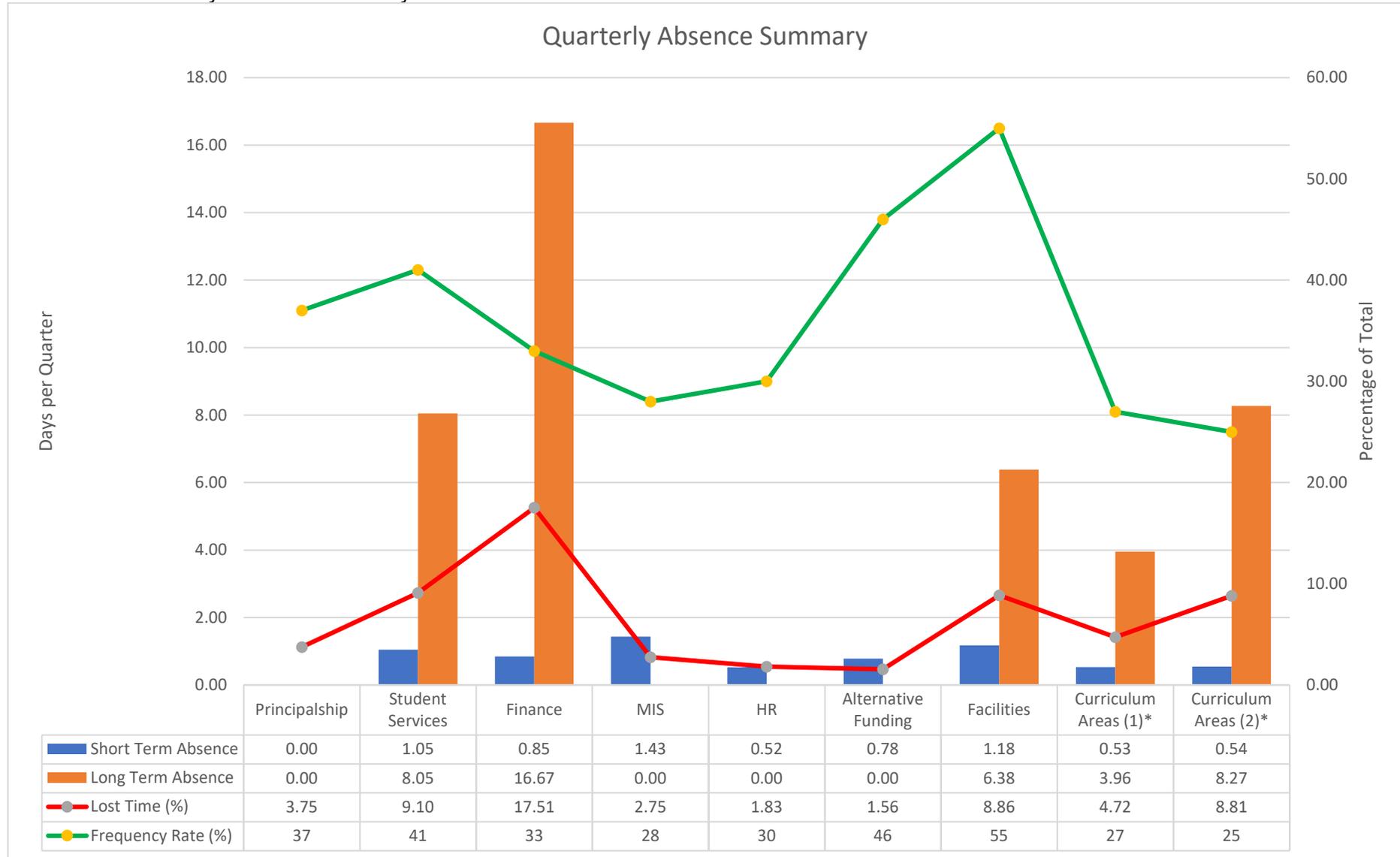
3.2 The graph below also highlights the following:

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 6.85% of available working days to absences. The Finance, Student Services, Facilities and Curriculum Area 2 teams have higher lost time rates than other areas of the College. The approximate salary cost of lost time is £94,068.49. 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



**\*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	5.43	2	320.37	12	3.75	37%	2.21
Student Services	24.2 2	10	1428.98	130	9.10	41%	5.37
Finance	6	2	354	62	17.5 1	33%	10.33
CMIS	14.2	4	837.8	23	2.75	28%	1.62
HR	6.5	2	383.5	7	1.83	31%	1.08
Alternative Funding	10.8 7	5	641.33	10	1.56	46%	0.92
Facilities	27.3 7	15	1614.83	143	8.86	55%	5.22
Curriculum Area 1	73.2 5	20	4321.75	204	4.72	27%	2.78
Curriculum Area 2	75.0 2	19	4426.18	390	8.81	25%	5.20
<b>TOTAL</b>	<b>242.86</b>	<b>79</b>	<b>14328.74</b>	<b>981</b>	<b>6.85</b>	<b>33%</b>	<b>4.04</b>

#### APPROXIMATE SALARY COST OF STAFF ABSENCE:

(Based on an average salary of £35,000 per annum)

**£94,068.49**

### 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	5.43	320.37	0	0.00	0
Student Services	24.22	1428.98	115	8.05	4
Finance	6	354	59	16.67	1
CMIS	14.2	837.8	0	0.00	0
HR	6.5	383.5	0	0.00	0
Alternative Funding	10.87	641.33	0	0.00	0
Facilities	27.37	1614.83	103	6.38	3
Curriculum Area 1	73.25	4321.75	171	3.96	6
Curriculum Area 2	75.02	4426.18	366	8.27	9
<b>TOTAL</b>	<b>242.86</b>	<b>14328.74</b>	<b>814</b>	<b>5.68</b>	<b>23</b>

### 1.3 Table 3: Short Term Sickness

Department	FTE	Days Available	Days Lost	% short-term sickness	No. staff short-term sickness
Principalship	5.43	320.37	0	0.00	0
Student Services	24.22	1428.98	15	1.05	6
Finance	6	354	3	0.85	1
CMIS	14.2	837.8	12	1.43	3
HR	6.5	383.5	2	0.52	1
Alternative Funding	10.87	641.33	5	0.78	1
Facilities	27.37	1614.83	19	1.18	8
Curriculum Area 1	73.25	4321.75	23	0.53	12
Curriculum Area 2	75.02	4426.18	24	0.54	11
<b>TOTALS:</b>	<b>242.86</b>	<b>14328.74</b>	<b>103</b>	<b>0.72</b>	<b>43</b>

**HR COMMITTEE**

<b>DATE:</b>	14 September 2023
<b>TITLE OF REPORT:</b>	SPPA Pension Return Status Update
<b>REFERENCE:</b>	11
<b>AUTHOR AND CONTACT DETAILS</b>	Gary McIntosh, Head of Human Resources <a href="mailto:gary.mcintosh@slc.ac.uk">gary.mcintosh@slc.ac.uk</a>
<b>PURPOSE:</b>	Provide the HR Committee with an update on Scottish Public Pensions Agency (SPPA) Pension Reporting.
<b>KEY RECOMMENDATIONS/ DECISIONS:</b>	Members are recommended to note the contents of the status update.
<b>RISK</b>	The following risks are recognised: <ul style="list-style-type: none"> <li>• that there is a delay in annual pension reports to our employees; and</li> <li>• that the continued failure to submit data by the deadline required by external bodies presents a reputational risk to the College.</li> </ul>
<b>RELEVANT STRATEGIC AIM:</b>	<ul style="list-style-type: none"> <li>• Highest Quality Education &amp; Support – Valued &amp; enthusiastic staff; high-quality support services; productive partnerships</li> <li>• Sustainable Behaviours – effective leadership and management; excellent governance; continuing professional learning and development; appropriate risk management</li> </ul>
<b>SUMMARY OF REPORT:</b>	The College has historically been late in submitting its reporting requirements to SPPA. In response to this, following communication from SPPA, the College implemented a plan for year 2022-2023. For the first time in several years, the College has met its reporting criteria to the SPPA Pension Agency.

## 1. INTRODUCTION

1.1 As agreed at the HR Committee Meeting in September 2022, the following steps are being implemented in order to mitigate the risk of late data reporting to SPPA of Pension Data.

## 2. STATUS UPDATE

### 2.1 Table: Progress and Status

Action No.	Action	Due	Status
1	Complete Return 2022	19 Sept 2022	Completed
2	Create Internal Monthly Reporting System	28 Oct 2022	Completed
3	Return Overdue Leavers Forms	29 Nov 2022	Completed
4	Monthly Pension Data Collation (Apr – Oct)	15 Dec 2022	Completed
5	Ongoing Monthly Pension Data Collation	15-days after month	Completed
6	Quarterly Pension Meeting with SPPA	Commencing January 2023	Completed
7	Ongoing Leavers Forms	15-days after month	Completed
8	Official Annual Pension Report	31 May (will target 15 April)	Completed
9	Automate Process with new HR System	TBC	Not Started

#### KEY:

Completed	Completed
Started & On Target	Started & On Target
Risk of Not Achieving Deadline	Risk of Not Achieving Deadline
Not Started	Not Started

2.1 The College completed the data return on time for this year (pending any clarifications that may come back). This is the first time in around 10 years that the College has returned pension information by the legislatively required date. A copy of subsequent communication with the SPPA Pension contact is included in Annex A of this report.

## 3 EQUALITIES

3.1 The timely return of pension data reporting positively impacts people with protected characteristics.

## 4 RECOMMENDATION

4.1 Members are recommended to note the contents of the update.

## 5 RISKS

The following risks are recognised:

5.1 delay in annual pension reports to our employees; and

5.2 the continued failure to submit data by the deadline required by external bodies presents a reputational risk to the College.

## APPENDIX A – COMMUNICATION WITH THE SSPA

**From:** Gerry.McGarry@gov.scot <Gerry.McGarry@gov.scot>  
**Sent:** Monday, June 5, 2023 9:25 AM  
**To:** Gary McIntosh <Gary.McIntosh@slc.ac.uk>  
**Cc:** Laura.Pacey@gov.scot; Julie.McDermid@gov.scot; Michael.Riddell@gov.scot;  
James.McHale@gov.scot  
**Subject:** RE: Pension Return

Gary,

I've just read your update with a big smile on my face. I'm delighted for you that you (and your team) have been able to make such a turnaround in the efficiency of this process (with a little help from your SPPA friends!).

On our side, this will make a great time saving, not having to routinely review as many late returns.

I do hope that the reputation that goes before iTrent stands up to your use and that perhaps you might enjoy an easier life off the back of that too, in this regard?!

Fate has decreed that (just as you have resolved this historic heartache!) I have now moved on to another area of SPPA's business, so your good efforts will be for others to enjoy! Mike/Jim and the team, as you know, will be on hand meantime to help you with any wrinkles that might arise as you progress from here.

Sincerely, very please for you (and us!!) that you have managed to crack this longstanding conundrum.

Best regards,

Gerry

**From:** Gary McIntosh <[Gary.McIntosh@slc.ac.uk](mailto:Gary.McIntosh@slc.ac.uk)>  
**Sent:** 01 June 2023 17:15  
**To:** McGarry G (Gerry) <[Gerry.McGarry@gov.scot](mailto:Gerry.McGarry@gov.scot)>  
**Subject:** Pension Return

Hi Gerry,

I hope you are well.

I am keen to provide a brief update on South Lanarkshire College pension reporting situation.

First, this year, the College has enhanced its manual management and reporting of the pension data during the year. In addition, we have also added resources to our manual processing of pension information. The result is that, for the first time in 7/8 years, we have reported our data on time (yesterday).

In addition, there are around 20 historical leavers (NDUTs) we are working on concluding the leaver information for in the coming weeks, which will bring us entirely up to date with our reporting obligation.

Your team have been an invaluable support to ensure we are able to be in this position.

In addition, we are in the process of implementing iTrent as our new integrated payroll and HR system, which will automate many manual tasks that we currently have, and therefore improve our reporting capability in future years. We are currently targeting a “go live” date of around August this year. I believe other SPPA pension contributing employers also use iTrent and that the system is excellent in managing the data capture and reporting.

I was keen to update you on this progress and to thank you for all the support and guidance that you and your team have provided to us.

Best regards  
Gary

**Gary McIntosh**  
**Head of Human Resources**

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📍 College Way, East Kilbride, G75 0NE



**One college, for all you want to achieve.**

British Sign Language (BSL) users can contact us direct by using [contactScotland-BSL](#)



### HR COMMITTEE

<b>DATE</b>	14 September 2023
<b>TITLE OF REPORT</b>	HR System Project Update
<b>REFERENCE</b>	12
<b>AUTHOR AND CONTACT DETAILS</b>	Gary McIntosh, Head of Human Resources <a href="mailto:gary.mcintosh@slc.ac.uk">gary.mcintosh@slc.ac.uk</a>
<b>PURPOSE:</b>	Update members on the progress of the HR System Project.
<b>KEY RECOMMENDATIONS/ DECISIONS:</b>	Members are recommended to: <ul style="list-style-type: none"> <li>• note the update on the progress of the installation of the new HR system; and</li> <li>• note the project stage update.</li> </ul>
<b>RISK</b>	The following risks apply: <ul style="list-style-type: none"> <li>• failure to automate HR procedures will impact adversely on the ability of the College to implement successfully the Board's HR &amp; People Strategy and Strategic Priorities;</li> <li>• additional staff may be required to continue with manual procedures at a time of budget reductions; and</li> <li>• automation will contribute to compliance with Data Protection legislation and reduce the possibility of a data breach.</li> </ul>
<b>RELEVANT STRATEGIC AIM:</b>	<ul style="list-style-type: none"> <li>• Successful Students</li> <li>• The Highest Quality Education and Support</li> <li>• Sustainable Behaviours</li> </ul>
<b>SUMMARY OF REPORT:</b>	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.

2.2 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 23<sup>rd</sup> March 2023, introducing the team, the project scope and the project plan.

3.2 A summary of the agreed project "stage gates" is below.

3.3 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
<i>Target:</i> March 2023 <b>Complete</b>	<i>Target:</i> April / May 2023 <b>Complete</b>	<i>Target:</i> May 2023 <b>In progress</b>	<i>Target:</i> June 2023 <b>New target - September</b>	<i>Target:</i> July 2023 <b>New target - October</b>	<i>Target:</i> September 2023 <b>New target - November</b>

3.4 Members will note that Stage Gate 3 is still pending beyond the target date. This has been caused by two factors: an inability to swiftly extract the information from current systems and manual files; and a headcount gap for a temporary Payroll Administrator. A Systems colleague is currently dedicated to this task and has nearly extracted all the data.

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

## 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 AND ASSURANCE

The following risks apply:

5.1 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;

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

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

## **6 RECOMMENDATIONS**

Members are recommended to:

- note the update on the progress of the installation of the new HR system; and
- note the project stage update.

### HR COMMITTEE

<b>DATE</b>	14 September 2023
<b>TITLE OF REPORT</b>	Industrial Action
<b>REFERENCE</b>	13
<b>AUTHOR AND CONTACT DETAILS</b>	Gary McIntosh, Head of Human Resources gary.mcintosh@slc.ac.uk
<b>PURPOSE:</b>	To update members on industrial actions being taken in the Sector.
<b>KEY RECOMMENDATIONS/ DECISIONS:</b>	Members are recommended to note the contents of this report and its attachments.
<b>RISK</b>	Risks associated with this report, are: <ul style="list-style-type: none"> <li>• an impact on the student experience and student outcomes;</li> <li>• financial impact on employees and the sector; and</li> <li>• reputational damage for the sector.</li> </ul>
<b>RELEVANT STRATEGIC AIM:</b>	<ul style="list-style-type: none"> <li>• Successful Students</li> <li>• The Highest Quality Education and Support</li> <li>• Sustainable Behaviours</li> </ul>
<b>SUMMARY OF REPORT:</b>	<p>Both UNISON and EIS-FELA have communicated their intention to undergo a programme of discontinued strike action. Both had identified the first two dates as 7<sup>th</sup> September and 20<sup>th</sup> September 2023.</p> <p>EIS-FELA will be asking their members to continue with their programme of continuous industrial action short of strike action.</p>

## **1. INTRODUCTION**

1.1. This paper provides an overview of current industrial action.

## **2 BACKGROUND**

2.1 Following an ongoing negotiation process of salary award for September 2022, both UNISON and EIS-FELA have informed the College that they are taking a program of discontinuous strike action. Both Trade Unions have informed the College that they are striking on 7<sup>th</sup> September 2023 and 20<sup>th</sup> September 2023

2.2 EIS-FELA also confirmed that their member will be asked to continue to undertake a programme of continuous industrial action short of strike action in the forms of, “working to rule” and “a resulting boycott”. Copies of letters from UNISON and EIS-FELA are enclosed.

2.3 EIS-FELA are intending to ballot members for further industrial action and currently there does not seem to be an end in sight. The College is currently taking legal advice on what its options are, as staff not completing progress forms for apprentices is impacting the College financially as these are required to receive payments from the Construction Industry Training Board (CITB).

## **3 EQUALITIES**

3.1 There are no new matters for people with protected characteristics which arise from consideration of the report.

## **4 RISK**

4.1 Risks associated with this report, are:

4.1.1 an impact on the student experience and student outcomes;

4.1.2 financial impact on employees and the sector; and

4.1.3 reputational damage for the sector.

## **5 RECOMMENDATIONS**

5.1 Members are recommended to note the contents of this report and its attachments.

Our Ref 001429/70050/NOA



Stella McManus  
South Lanarkshire College  
College Way  
East Kilbride  
Glasgow  
G75 0NE

Scotland Region  
UNISON Scotland  
Broadside  
2 Powderhall Road  
Edinburgh  
EH7 4GB  
Phone: 0800 0 857 857  
Email [m.ballots@unison.co.uk](mailto:m.ballots@unison.co.uk)

24 August 2023

Dear Stella McManus

**SECTION 234A TRADE UNION AND LABOUR RELATIONS (CONSOLIDATION) ACT  
1992: NOTICE TO EMPLOYER OF INDUSTRIAL ACTION**

We wrote on 6 March 2023 informing you of our intention to hold a ballot for industrial action. We have sent you the results of the ballot which closed on 13 April 2023.

Following the result of this ballot we intend to call members to take part in industrial action. The intended dates for members to take part in discontinuous strike action are:

- 7 September 2023
- 20 September 2023.

UNISON intends to call to take part in the discontinuous strike action all members employed by you whose pay, terms and conditions are determined by the National Joint Negotiating Committee (NJNC).

These members comprise:

- (i) all members paying subscriptions by DOCAS which information will enable you readily to deduce:
  - a. the total number of employees concerned,
  - b. the categories of employee to which the employees concerned belong and the number of employees concerned in each of those categories, and
  - c. the workplaces at which the employees concerned work and the number of them who work at each of those workplaces

and, in addition:

- (ii) all members who do not pay subscriptions by DOCAS who are listed overleaf by: category, workplace, the number in each category and at each workplace, and the total number.

The lists and figures described at (ii) above have been arrived at by retrieving information from our membership database as to the categories and workplaces of members, and the number in each category at each workplace. Where there are no members employed by your organisation who pay subscriptions by a method other than DOCAS, the list referred to overleaf is blank. We updated the database for the purpose of the ballot to ensure accuracy.

The information provided is as accurate as is reasonably practicable in light of the information in the union's possession. If there are any inaccuracies, this will have been caused by factors outside of our control, such as members not informing the union of any changes.

The industrial action referred to in this notice is the action decided upon so far. You will be notified of any further industrial action.

Any communication regarding this notice should be addressed to me.

Yours sincerely

*John Mooney*

John Mooney  
Regional Organiser



The Educational  
Institute of Scotland

Stella McManus  
South Lanarkshire College  
College Way  
East Kilbride  
G75 0NE

Ref: AB/AS/IAFELA232

24 August 2023

**By Email Only**

stella.mcmanus@slc.ac.uk

Dear Ms McManus

**Industrial Action**

I refer to my letter (by email) of 13 April 2023 containing the statutory ballot result in pursuit of the dispute lodged by the EIS with the NJNC Management Side (the Employers) representing your college on 20 January 2023, as required by Sections 231 & 231A of the Trade Union and Labour Relations (Consolidation) Act 1992. The ballot result gave the EIS a mandate for industrial action consisting of strike action and industrial action short of strike action.

I hereby give notice that affected EIS members employed by South Lanarkshire College will be asked to undertake a programme of discontinuous strike action in pursuit of the dispute on the following dates:

07/09/2023  
20/09/2023

Further dates may be notified in due course.

I also hereby give notice that affected EIS members employed by South Lanarkshire College will be asked to continue to undertake a programme of continuous industrial action short of strike action (ASOS) in pursuit of the above dispute as notified on 18th April, 2023. In accordance with the ballot, the industrial action short of a strike will take the following forms:

1. 'working to rule', where members perform their duties strictly to the letter of their contract i.e. refusing to take on any additional duties or attending voluntary or extra-curricular meetings or events;
2. a resulting boycott, involving members withholding students' results

It is anticipated that both the 'working to rule' and resulting boycott elements of this ASOS action will continue until 13th October 2023 though it will end earlier if a resolution is found.

Please note that, for both the strike action and ASOS, in terms of category, the affected members are all the EIS members employed by South Lanarkshire College:

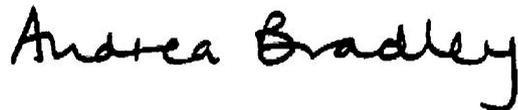
1. Lecturing staff (promoted or non-promoted)

The affected members listed in the Appendix will be called upon to take part in the industrial action.

At the time this notice is given, the number of affected members is 144. This information is drawn from our membership database held centrally at this office. This database draws on information provided by our members and local representatives. Whilst significant effort is made to keep the database up-to-date, it is subject to possible defects in that we may not have up-to-date information from our members on their job titles and/or workplaces.

This communication is given for the purpose of Section 234A of the Trade Union and Labour Relations (Consolidation) Act 1992.

Yours sincerely,

A handwritten signature in black ink that reads "Andrea Bradley". The signature is written in a cursive, slightly slanted style.

Andrea Bradley  
General Secretary

## Trade Union Pay Talks Key Messages – 1 September 2023

- The current industrial action at colleges is due to a dispute over pay. All college staff have been offered a £2,000 pay increase for Academic Year 2022/23 and a further £1,500 in 2023/24, providing a cumulative £3,500 rise across both years. This is the employers' full and final offer – and was arrived at after nine months of negotiations.
- Delivering the offer for all college staff over the two academic years would cost £51m – well above the £9.6m that was provided to colleges in 2022/23 to cover increases in staffing and non-staffing costs.
- The employers pay offer has been tabled amid extremely challenging financial circumstances for colleges, including budget cuts of nearly £52m in 2022/23 and flat cash budgets going forward.

### Support Staff

- It is disappointing that UNISON and Unite have announced strike action. Colleges will now seek to put in place measures to mitigate the effects of any proposed action on their students' education.
- College Employers Scotland (CES) provided a full and final pay offer to all support staff trade unions (UNISON, Unite and GMB) in June 2023 for a cumulative £3,500 pay rise over Academic Years 2022/23 and 2023/24.
- The offer would equate to an average 11% pay increase. For support staff earning less than £25,000, the average increase would be 14%.
- GMB has taken the employers' offer to their membership in a ballot and this has resulted in overwhelming acceptance of the pay offer. CES understands that Unite are also currently balloting on the pay offer, but no formal result has been announced (as of 1 September 2023).
- It is unfortunate that this offer has not been taken to UNISON members in a ballot and that, instead, UNISON and Unite have given potential strike dates to colleges. Employers have requested that all support staff unions take the pay offer to their members for a formal ballot.
- In their communications, UNISON and Unite continue to link the full and final pay offer to the threat of compulsory redundancies. College employers are clear that this is not the case and have committed in writing on the face of the pay offer to managing organisational change through voluntary measures in accordance with the Fair Work agenda. Any compulsory measures would only be used as a last resort when all other measures have been considered.

### Lecturing Staff

- It is deeply disappointing that the EIS-FELA has announced national strike action, on top of its existing Action Short of Strike. Colleges will now seek to put in place measures to mitigate the effects of any proposed strike action on their students' education.

- CES provided a full and final pay offer to the EIS-FELA in June 2023 for a cumulative £3,500 pay rise over Academic Years 2022/23 and 2023/24. This equates to an average 8% pay rise and would mean college lecturers in Scotland maintain their position as the highest-paid college lecturers across the UK.
- The offer would increase the salary of a lecturer at the start of the pay scale by just under 10% to almost £39,000 a year.
- It is unfortunate this pay offer from employers has not been taken to EIS-FELA members for a formal ballot and that, instead, colleges have now been given potential strike dates. CES continues to urge the EIS-FELA to ballot its members on the pay offer.
- Employers have been clear that they are committed to managing organisational change through voluntary measures in accordance with the Fair Work agenda. Compulsory redundancies would only ever be used as a last resort, when all other measures have been considered.