

Room A202, Alloa Campus  
4.30pm (refreshments available from 4pm)

**AGENDA**

1. Declarations of interest

**FOR APPROVAL**

2. Minutes of meeting of 18 November 2014

**FOR DISCUSSION**

3. Matters Arising
  - a) H/14/08 HR Effectiveness Internal Audit Report
4. Staff Development Steven Still
5. Staffing Establishment Update Steven Still  
(Paper 5 is withheld from publication on the Forth Valley College website under Section 38 Personal Information of the Freedom of Information (Scotland) Act 2002.)
6. Policy Update/Progress Steven Still
7. HR Systems Report Steven Still
8. Review of Risk
9. Any other competent business

**FOR INFORMATION**

Programme of Committee Business

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**Room A202, Alloa Campus (commencing at 4.30pm)**

Present: Ms Beth Hamilton (Chair)  
Ms Elaine McGeorge  
Mrs Fiona Campbell

Apologies: Mr Nigel Scott

In Attendance: Mr Andrew Lawson, Associate Principal HR and Operational Effectiveness  
Mr Steven Still, Human Resources Manager  
Mrs Claire Shiels, Head of Facilities Management and Health and Safety (for item H/14/05)  
Mr Stephen Jarvie, Corporate Governance and Planning Officer

**H/14/01 Declarations of Interest**

No declarations were made.

**H/14/02 Minutes of Meeting of 17 June 2014**

The minutes of the meeting of 17 June 2014 were approved as an accurate record, subject to two minor amendments.

**H/14/03 Matters Arising**

a) H/13/010 Pay Negotiations

The Associate Principal HR and Operational Effectiveness informed members that Unison had accepted the recent pay offer of 2%. He also noted that, as a result of changes to the College's financial year end following the change to Arm's Length public body status, that this settlement will last until August 2015.

b) H/13/017 Health, Safety and Sustainability Update

The Corporate Governance and Planning Officer noted that members had requested that this item be brought to every second meeting. It was agreed that the Programme of Committee Business should be updated to reflect this.

c) H/13/018 Board of Management Transitional Arrangements

The Corporate Governance and Planning Officer confirmed that the interview stage of the transition arrangements was underway at this time.

H/14/04 Update on National Bargaining

The Associate Principal HR and Operational Effectiveness provided a report outlining the current sector position and the establishment of a number of working groups.

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He outlined the expectations of the various involved parties as they are understood at this time and the expected timescale before any implementation might occur.

Members queried the financial impact on the College, what mitigation might be possible and the impact of staff dissatisfaction in another College on Forth Valley operations.

The HR Manager contextualised the current position against the College's contractual and financial terms with staff and the impact if initial Union expectations were to be put in place.

The Associate Principal HR and Operational Effectiveness noted that, unlike the current position where Union relations were a locally managed matter, there was a risk that under a national perspective dissatisfaction at another College could result in industrial action at Forth Valley.

- a) Members noted the content of the report
- b) Members noted the potential high risk to the College, both financially and operationally from National Bargaining

H/14/05

#### Health and Safety Update

The Head of Facilities Management and Health and Safety presented a report outlining the latest statistics for Health and Safety and Sustainability.

She noted that the department now had a single Operational Plan in place to cover all aspects of delivery as opposed to the previous arrangements where there were three separate plans.

She covered the latest accident statistics, noting that there was a demonstrable decrease in accidents where preventative measures could be implemented over the last few years.

She advised members of the overall staff absence rate which was below the sector average.

Finally, she highlighted a recent event where the Fire and Rescue Service utilised the empty Middlefield Building for training purposes.

Members queried whether the College planned to issue guidance on the use of e-cigarettes following recent concerns regarding their impact.

The Head of Facilities Management and Health and Safety confirmed that this item would be considered by the College Unions on the 19 November. It was suggested that, beyond the use of e-cigarettes, the charging of these devices from College equipment should be considered. It was felt that the unregulated nature and manufacture of these devices may be a potential fire hazard.

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Members also discussed tobacco smoking. The Head of Facilities Management and Health and Safety noted that while there were clearly designated smoking areas it was an ongoing challenge to ensure students use these shelters.

Members suggested involving the Student Association and the Head of Facilities Management and Health and Safety agreed to take this forward.

a) Members noted the content of the report

**H/14/06 Staff Development 2014/15**

The Human Resources Manager presented a paper summarising the new approach to staff development days within the College. He highlighted the exceptionally high attendance rates and positive feedback from participants from the first occasion of the new approach with lecturing staff, and noted that this success was due in part to using some College staff to deliver training which was contextualised to the College environment.

He outlined the arrangements for support staff development which would occur early next year.

Members queried whether there was any follow up with staff to see if the training had benefited them in their role. The Human Resources Manager noted that all CPD was automatically carried over into each staff members PRD review and would be captured there.

a) Members noted the content of the report and welcomed the increased participation in staff development.

**H/14/07 Staffing Establishment Update**

The Human Resources Manager provided an update on the current staffing establishment levels for the College.

He outlined the changes to the Departmental structure within the College and the rationale for this new approach. He also discussed the recruitment approval process which is designed to prevent establishment creep and ensure appropriate staffing levels across the College.

Members queried whether the College operated zero hour's contracts. The Human Resources Manager confirmed that the College did not use these types of contracts.

a) Members noted the content of the report

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**H/14/08 HR Effectiveness Internal Audit Report**

The Associate Principal HR and Operational Effectiveness presented a recent audit conducted by Baker Tilly, College internal auditors. He noted that it had been a number of years since the HR function had been reviewed and that the auditors were asked to review the processes in place and make any recommendations for improvement they felt were relevant.

He noted that the report was a positive one and, of the recommendations received, none were high and a large proportion of the recommendations were already being put in place.

The Associate Principal HR and Operational Effectiveness also noted that he would like to bring an update on progress to a future committee meeting.

a) Members noted the content of the report.

**H/14/09 Review of Risk**

Members noted that National bargaining was a high risk.

Members also noted, following discussion under AOCB, that the Holiday pay calculation court ruling also posed a high risk.

**H/14/10 Any Other Competent Business**

The Associate Principal HR and Operational Effectiveness raised the recent court case in relation to the effect of regular overtime payments on entitlement to holidays for staff.

He noted that it was very likely that the court ruling would likely be appealed and that this issue would be monitored by the College.

The Human Resources Manager outlined the potential implications for the College.

Members noted the update.

The Associate Principal HR and Operational Effectiveness also reported that the College had won the AOC Beacon Award for Innovation in FE.

Members welcomed this news.

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**1. Purpose**

To update members on the staff development event delivered in February 2015.

**2. Recommendation**

That members note the strategic approach to staff development.

**3. Background**

The college wide staff development events, Continuing Professional Development (CPD) activity, Induction and Personal Review and Development (PRD, the College's appraisal system), all contribute to role specific performance, succession planning and talent management initiatives within the College which in turn helps achieve our strategic goal of 'Installing an energy and passion for our people, celebrating success and innovation'.

During 2014/15 the college changed its staff development strategy to reenergise its approach and engagement with staff. The principle change was to involve staff and line management in the development and creation of an event from the beginning. Training needs analysis (TNA), compliance training as well as corporate themes were used to develop an event that would meet individual, team and college needs. In addition, the event was held on a single campus (Stirling) to the benefit of logistics, individual and department focus, sharing best practice as well as an improved all round experience. The academic staff development event held in August 2014 was our best event to date with over an 80% engagement rate.

As a direct result of the successful academic staff development event the HR department have adopted a similar process for the support staff event delivered in February 2015.

**4. Key Considerations**

The support staff event took place between 9th to 13th February, during this time both students and academic staff were on holiday which allowed support staff and their line managers to focus on staff development. The event consisted of a series of department lead specific training sessions held on Monday, Wednesday and Friday and college wide training sessions held on Tuesday and Thursday of that week. One of the main considerations for spreading the event over a week was to allow a greater level of part time staff to benefit from the event as well as department resourcing.

The college wide training included 3 compliance based session which were delivered on our Moodle system, 1) health and safety display screen equipment training, 2) protecting the environment at work and at home and 3) child protection training. It is imperative that all staff undertake a series of compliance training sessions to ensure that they meet the minimum requirements set by the college.

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In addition, the following activities were scheduled for staff to select on the Tuesday and Thursday:

- Project Management training
- VAT Training
- Heart Start
- Who Cares Scotland
- WRAP Training
- Commercial awareness – Electrical safety
- Commercial awareness – HSE and first aid
- Safe Systems of work
- Concise minute taking
- Manage and develop business relationships
- Manual handling
- Advanced Excel

The activities were delivered by in house trainers as well as external training providers. The majority of Tuesday and Thursday's training was delivered at our Alloa campus for logistical and operational reasons as well as an improved focus on staff development.

The department specific training varies from operational planning, industrial placements to team training on new procedures and information. This type of training was delivered in various locations based on department needs. All department specific training was recorded on the TNA and updated into individual personnel records. This allowed the HR department to identify and record which member of staff had undertaken what type of training and when.

#### 5. Equalities

Assessment in Place? – Yes  No

If No, please explain why – Not Applicable

**Please summarise any positive/negative impacts (noting mitigating actions)** – Increasing staff training in equalities issues via online training packages on the College Moodle Virtual Learning Environment contributes towards the College's equalities targets.

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6. Risk

Please indicate on the matrix below the risk score. Risk are scored against Impact and Likelihood as Very Low through to Very High.

	Likelihood	Impact
Very High		
High		
Medium		
Low	X	X
Very Low		

**Please describe any risks associated with this paper and associated mitigating actions** – There is a risk that the College may not see an appropriate return on the investment in staff development. Comprehensive planning of event delivery was undertaken by HR with support from the Staff Development Working Group and management in terms of attendance.

**Risk Owner** – Andrew Lawson

**Action Owner** – Steven Still

7. Financial Implications

**Please detail the financial implications of this item** – Spend against budgeted staff development activity is carefully monitored

8. Other Implications –

Please indicate whether there are implications for the areas below.

**Communications** – Yes  No

**Health and Safety** – Yes  No

**Please provide a summary of these implications** – Clear communication throughout the run up and delivery of staff development is key to ensuring success

**Paper Author** – Steven Still

**SMT Owner** – Andrew Lawson

1. Purpose

To update members on recent HR policy developments and progress.

2. Recommendation

It is recommended that members support the on-going development.

3. Background

Forth Valley College has 31 HR related policies and procedures, ranging from Disciplinary and Dismissal to Absence Management to a Whistle Blowing policy. In all there are 17 policies and 14 sets of procedures that apply to all employees of Forth Valley College. The policies and procedure provide a consistent structure and guidance to interpreting and implementing the rules that govern employment with the college.

The policies and procedures are reviewed on a rolling basis every 3 years, however where changes in legislation affect the policy or procedure then they are reviewed and the necessary changes made.

All policy changes are undertaken by the HR team and presented to Andrew Lawson prior to submission to SMT. If approved, the revised policy is then tabled with the Unions at the Joint Consultation Committee (JCC). Once the consultation process is completed the policy is then implemented throughout the college with relevant information, instruction and training provided where necessary. The revised policy will then be scheduled for a 3 year review from that date. As part of the review an equalities impact assessment is carried out using relevant historical data from the HR Management Systems to identify any trends or indirect discrimination from the implementation of a specific policy.

4. Key Considerations

Over the past year a series of policies have been updated, consulted and implemented.

The **Recruitment and Selection policy** was reviewed in June 2014 and incorporated a number of new procedures that the college has adopted in terms of automating the recruitment process to enhance the candidate and employer experience. A new cost effective e-recruitment system has been tabled as a pilot within the college sector; the system is called Myjobscotland (MJS). The system provides the college with an online jobs board, similar to S1 Jobs, as well as an online Application Tracking System (ATS).

The policy now reflects the procedures used in conjunction with the new e-recruitment system.

The **Redeployment and Redundancy policy** was reviewed in July 2014 to include new changes to redundancy legislation implemented by the Government. The main change affected the length of time an employer was required to consult with affected employees and unions where more than a 100 employees were affected, this was reduced from 90 days to 45 days. The policy

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details the process of consultation that the college will undertake where a redeployment or redundancy situation arises.

The **Whistle Blowing policy** was reviewed and tabled in June 2014. There were a number of minor changes to this policy ranging from formatting to name change. The whistle blowing policy was formally referred to as 'Highlighting Concerns at Work' policy. The name change simply conforms to common best practice in terms of reference. The policy also clarifies what a qualifying disclosure is under the Public Interest Disclosure Act and whether the press can be contacted or not. The policy also details sections on victimisation and malicious complaints and what action will be taken.

The **Prevention of Harassment and Bullying policy** was reviewed and tabled for consultation in July 2014. The changes to the policy were to clarify the scope of the policy which incorporates the 8 protected characteristics as defined by the Equality Act 2010 (amended) and revise the list of unacceptable behaviours. In addition the role of the Harassment Advisors was refined in terms of support and advice.

The **Equal Pay statement** was reviewed and updated in January 2015 with minor changes to post titles, reference points and responsibilities. The main reference point change was acknowledging the 2015 equal pay audit that was undertaken in December 2014 by the college's independent provider Northgate Arinso who specialise in job evaluation and equal pay systems.

The **Grievance policy** was tabled for consultation with the Unions during December 2014, Unison have acknowledged the changes which comply with the ACAS Code of Practice on grievances and the management LNCC have incorporated a number of minor changes request by EIS. The policy updates were implemented during February 2015.

The **Disciplinary and Dismissal policy** has been reviewed and is due to be tabled with SMT and the Unions in February 2015.

Other family friendly policies, such as Maternity, Paternity and Adoption leave are currently being reviewed with the view to implementing them in April 2015. In addition a new policy will be created to capture the specific legislation and procedures for Shared Parental Leave. The regulations came into force on 1 December 2014. The options to use the new Shared Parental Leave rights will apply for parents who meet the eligibility criteria, where a baby is due to be born on or after 5th April 2015, or for children who are placed for adoption on or after that date.

## 5. Equalities

Assessment in Place? – Yes  No

If No, please explain why –

Please summarise any positive/negative impacts (noting mitigating actions) – Each policy mentioned in section 4 will be assessed for equalities impacts.

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6. Risk

Please indicate on the matrix below the risk score. Risk are scored against Impact and Likelihood as Very Low through to Very High.

	Likelihood	Impact
Very High		
High		
Medium		
Low	X	X
Very Low		

Please describe any risks associated with this paper and associated mitigating actions – Low, due to the focused review and updating against legislation and best practice. Ensuring a consistent interpretation and implementation of all HR policies and continual monitoring of the policies by HR

Risk Owner – Andrew Lawson

Action Owner – Steven Still

7. Financial Implications

Please detail the financial implications of this item – None

8. Other Implications –

Please indicate whether there are implications for the areas below.

Communications – Yes  No

Health and Safety – Yes  No

Please provide a summary of these implications – Clear communication to staff of updated policies will occur throughout this process.

Paper Author – Steven Still

SMT Owner – Andrew Lawson

### 1. Purpose

To update members on recent developments and enhancements to the HR systems adopted throughout the college.

### 2. Recommendation

It is recommended that members support the on-going development and improvements.

### 3. Background

The college HR department operate 5 main systems which enhance the effective operation of the HR service within the college. The 5 main systems are:

- UNITE - Our main HR Management System
- RAF/ACF - Recruitment Approval Form (RAF) and Amendment to Contract Form (ACF)
- PRD - Performance, Review and Development (college appraisal process)
- SDAF - Staff Development Approval Form
- RTW - Return to Work (college absence management system)

**UNITE** is the HR Management System (HRMS) adopted by HR and is the foundation to the departments data. In essence UNITE is a complex database with a report generator facility that allows the HR team to access and analyse data via reports. The college has maintained this HRMS for several years now and has the ability to adapt and create new fields to record information.

**RAF/ACF** is an online recruitment approval and authorisation process. The RAF process allows the recruitment of any new post or approval to replace an existing post and presents its business case, justification, impact, salary, FTE fraction post and other relevant details through a series of authorisation stages. To ensure a post is progressed to recruitment stage the follow authorisation stages need to be successfully approved:

1. Head of Dept.
2. SMT Member responsible for that area
3. AP of HR
4. AP of Finance

The process can be approved or rejected at any time.

The ACF process mimics that of the RAF with the only difference being that the post in question is already active with in College and the Head of Department seeks an amendment to the FTE or other relevant details.

**PRD** is the college's appraisal system, formally known as PTSR (Performance Target setting and Review). This is an online interactive document that allows managers and employees to track the employee's performance against their objectives.

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**SDAF** is the Staff Development Approval Form. This replaced the existing SD1 and SD3 process which were paper based and required a greater amount of administration than the current SDAF. As such the SD1 and SD3 became an ineffective document which was rarely completed by employees.

**RTW** is the college's absence management system (Return to Work). The online RTW was implemented during 2009/10 and transformed how the college monitors and records employee absence. A number of key benefits were created when developing the RTW process, such as, remote access to log absence, remote notification to line managers and an online return to work process that is informative and user friendly. This has created a fundamental shift in culture towards recording absence accurately. In addition to the above benefits the absence data recorded each day is uploaded into UNITE automatically every night, thus reducing the need for additional administration and possible human error when administering the process.

#### 4. Key Considerations

##### UNITE Development

Over the past few years UNITE has been developed to suit the needs of the college. An example of this is the introduction of the new Equality Act in 2010 and the specific reporting duties placed on Scottish public bodies. As such HR created a new section within UNITE to cater for this legislative change. This section allows the college to capture the relevant equalities data of our employees on an annual basis thus building an equality profile of the college staff. This information is predominantly linked to the 8 protected characteristics and allows the college to undertake equality impact assessments on policy and processes to evaluate whether they are inherently discriminatory towards a particular group, i.e. men or women, age or sexual orientation etc. In addition it allows the college to comply with the Equalities legislation.

When developing our HR systems we maintain that UNITE is the base system, the storage point for all HR related data. When developing other secondary systems to help deliver an effective HR service we ensure, where possible, that all data is stored within UNITE or uploaded from the secondary systems back into UNITE. The RTW is an excellent example of this.

When the RTW online form is completed by the employee and the RTW meeting has taken place between the line manager and employee the line manager then completes the online form with the relevant information. This data is then uploaded into the employee's absence record within UNITE. The data captured includes, start and finish dates of absence, reason for absence, whether it was as a result of a workplace accident, action taken by employee and update on how they are feeling now.

##### RTW Development

The return to work (RTW) process was recently updated to improve some of its front end (employee interface) and back end (HR access) functions. In essence the RTW process remains the same but the online form has effectively had a face lift. The form was rebuilt from scratch to implement new functions that allow HR to oversee the whole absence process and to enhance the employee interface by providing instructions on how to complete the form using 'bubble'

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prompts. By adopting these new enhancements we have experienced a reduction in incorrect and incomplete forms being submitted into the system.

Each absence record is specific to the employee and their line manager. In the past HR only had the functionality to view 'live' records but could not amend any inaccuracies. This meant that where incorrect or incomplete absence records were submitted they required to be deleted and started again, an ineffective process that was frustrating for all involved. The new enhancement to the back end system allows HR staff to access 'live' absence records and correct relevant information where necessary, i.e. the wrong start date was confirmed by the employee or line manager or the line manager has changed and the absence record requires to be closed off.

#### **PRD & SDAF**

The PRD and SDAF process are now linked to provide an excellent all-round experience for the employee and line manager. Where the employees online SDAF is approved by their line manager and HR, the employee is then authorised to undertake the relevant training/CPD, at this stage the relevant training/CPD is automatically recorded into the employees PRD as 'In progress'. Once the training/CPD is ended and the evaluation section of the SDAF is completed the 'In progress' status changes to 'Complete'.

The benefit of the online SDAF process is that all relevant training/CPD is recorded into the employees PRD, this allows the employee and manager to reflect on the employees CPD and whether this contributed to the employee meeting their PRD objectives. All of the above can be monitored by HR per employee and the SDAF process allows the allocated training costs to be monitored.

#### **5. Equalities**

Assessment in Place? – Yes  No

If No, please explain why – Not required. Systems are available to staff via a number of avenues.

Please summarise any positive/negative impacts (noting mitigating actions) – Not Applicable

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## 6. Risk

Please indicate on the matrix below the risk score. Risk are scored against Impact and Likelihood as Very Low through to Very High.

	Likelihood	Impact
Very High		
High		
Medium		
Low		
Very Low	X	X

Please describe any risks associated with this paper and associated mitigating actions – Very low, due to the positive impact on the HR Service from developing its systems and through continual monitoring of the effectiveness of the systems by HR.

Risk Owner – Andrew Lawson

Action Owner – Steven Still

## 7. Financial Implications

Please detail the financial implications of this item – None. Any costs associated with development of these systems have already been incurred.

## 8. Other Implications –

Please indicate whether there are implications for the areas below.

Communications – Yes  No

Health and Safety – Yes  No

Please provide a summary of these implications – Clear communication to staff on the function of each system and training of staff users helps to support system effectiveness.

Paper Author – Steven Still

SMT Owner – Andrew Lawson

	12 Nov-15	1 Mar-16	7 Jun-16
Apologies for Absence	✓	✓	✓
Declarations of Interest	✓	✓	✓

**FOR APPROVAL**

Minutes of Previous Meeting	✓	✓	✓
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**FOR DISCUSSION**

Matters Arising	✓	✓	✓
Staff Development	✓	✓	✓
Health and Safety Update	✓		
SFC Staff Performance Indicators			✓
Pay Negotiations	✓		
Staffing Establishment Update	✓	✓	✓
Programme of Committee Business	✓	✓	✓
Risk Register/Review of Risks	✓	✓	✓
AOCB	✓	✓	✓

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