Zoom Meeting - 4.30pm

AGENDA

1. Declarations of interest

2. Apologies

FOR APPROVAL

3. Minutes of Meeting of 10 November 2022

4. Matters Arising

   4.1 H/22/005 People Strategy 2022-25

5. Policy Review   Protection of Vulnerable Groups   Ralph Burns
                                          Redeployment and Redundancy

6. Introduction of a new Employment References Policy and Procedure   Ralph Burns

7. Implementation of a new Reservists Policy   Ralph Burns

FOR DISCUSSION

8. Health and Wellbeing update   Karina Buchanan

9. HR System update (Presentation)   James Aston /
                                                     Karina Buchanan

10. Health and Safety Dashboard   Martin Loy

11. People Strategy Dashboard   Ralph Burns

12. Equal Pay Audit   Ralph Burns

(Elements of paper 12 are withheld from publication on the Forth Valley College website under Section 25 Information Otherwise Accessible of the Freedom of Information (Scotland) Act 2002 - https://www.forthvalley.ac.uk/media/9224/12a-forth-valley-college-equal-pay-audit-2022.pdf)

13. Consultation (Verbal)   Alison Stewart

14. Review of Risk

15. Any other competent business

    Committee Remit (Verbal)   Alison Stewart

FOR INFORMATION

16.   Staffing Establishment

UNCONTROLLED COPY

Teams (commencing at 4.30pm)

Present:	Trudi Craggs (Chair)
	Paul Devoy
	Katherine Graham
	Jen Hogarth
Apologies:	None
In Attendance:	Alison Stewart
	David Allison, Vice Principal Infrastructure and Communications (VPIC)
	Ralph Burns, Head of Human Resources (HHR)
	Karina Buchanan, HR Business Manager (HRBM)
	James Aston, Head of Business Transformation (HBT)
	Martin Loy, Head of Estates, Facilities Management (HEFM)
	Stephen Jarvie, Corporate Governance and Planning Officer (CGPO)

The Chair welcomed the HEFM to his first meeting of the Committee

H/22/001   Declarations of Interest

None

H/22/002   Minutes of Meeting of 21 April 2022

The minutes of the meeting of 21 April 2022 were approved as an accurate record.

H/22/003   Matters arising

4.1 H/21/007 Health and Safety Report

The Chair noted this will be covered during the meeting.

The Chair also requested that the resilience survey and flexible working review outputs be kept on the tracker for reporting at the next Committee meeting.

H/22/004   Policy Review

Overseas Workers

The HHR presented the Overseas Workers policy which has been updated to reflect changes in some naming and recent government policy changes, including the points based immigration system.

a) Members reviewed the changes and approved the revised Policy document

Absence Management

The HHR informed members that there were only some minor changes as highlighted in the document as national bargaining governs most of this activity.

a) Members reviewed the changes and approved the revised Policy document

H/22/005   **People Strategy 2022-25**

The HHR presented members with the proposed new People Strategy for comment and approval.

He commented that the previous strategy had previously tried to cover all aspects of activity and that the new strategy was more focussed and linked to the strategic plan.

He outlined the four key areas covered in the strategy.

Members welcomed the refreshed strategy and the links to the strategic plan. They commented that the imagery in the plan document should be updated before launch to not include stock pictures and instead use members of the College population.

Members discussed how progress would be demonstrated. The HHR informed members that there would be an underlying operational plan which would then be reported on to the Committee via a dashboard.

The HHR informed members he would welcome any suggestions they might have on the onward monitoring and reporting on the people strategy. Paul Devoy offered to meet the HHR offline to discuss further.

a) Members approved the strategy, subject to the changes in images outlined above

H/22/006   **Health and Wellbeing Report**

The HRBM presented a report outlining progress on staff health and wellbeing.

She informed members that it had become apparent not all staff were aware of the range of support available so a marketing campaign had occurred with communications, banners in workrooms and a brand for health and wellbeing being developed and deployed.

She discussed the recent survey of staff resilience that had occurred. She informed members that the survey clearly identified concerns around high workloads for staff.

To enhance their support for staff, additional training to develop their knowledge and confidence in dealing with resilience issues has been approved for managers.

An external consultant will also be contracted to give an independent review of workload levels across the college. Following the outputs of this work, the survey will be rerun.

Members noted the low level of response to the survey and queried whether there was reluctance among staff to complete the survey.

The HRBM confirmed that HR staff had had informal conversations with staff and there seemed to be a perception of there not being any point in doing the survey.

She highlighted that the SMT is fully behind the work and have approved the publication of the full report to staff who will be able to see what was said and what the College proposes to do in response to this.

Members queried how the College will be able to determine if the activity and resources allocated were having a measurable positive effect.

The HRBM confirmed this will primarily be as a result of rerunning the survey and comparing the datasets to see if there has been improvements.

Members welcomed the proposed actions and requested that the outcome of the next survey and comparison of data sets be brought back for review.

a) Members noted the content of the report

H/22/007   HR System Report

The HBT gave a presentation to members on the new HR and Payroll system for the College. He outlined the current inefficiencies in the existing multiple systems and the intended benefit of the new integrated system.

He also provided an overview of the anticipated timescale and key milestones for the project.

Members thanked the HBT for the presentation and noted the importance of testing the new system thoroughly with end users to ensure the implementation phase goes well.

The VPFACA noted that the SMT were fully behind the project and had agreed the allocation of appropriate staffing resource as well as an implementation timescale with extensive testing built in.

Members queried whether the contract with the system provider included staff training and the HBT confirmed this was the case.

a) Members noted the content of the report

H/22/008   **Health and Safety Dashboard**

The HEFM presented members with the draft new Health and Safety dashboard which had been developed at the request of the Committee.

He highlighted the key metrics contained within the dashboard and asked for members comments on the content and layout.

Members welcomed the new dashboard and commented that there should still be a way where the HEFM can highlight significant issues from the dashboard and provide more detail as appropriate.

The HEFM discussed health and safety training and awareness for SMT and Board level members and queried if members thought additional training should be provided to cover items such as corporate manslaughter.

Following discussion members confirmed that additional training would be welcomed.

Members queried whether health and safety should be a standing item on the Board agenda. The VPFACA noted that specific risks were normally raised via the College risk register for the Board but that there would be a review of committee business happening in the new year and this suggestion would be considered then.

a) Members noted the content of the dashboard.

H/22/009   **Complaints Overview 2021/22**

The CPGO presented the annual report on complaints received for 2021/22.

He noted that there were a number of trends in the data, particularly complaints received from College students which actually related to the activity of an external partner such as an awarding body delaying certification.

Members queried the difference between complaints and grievances. The CGPO outlined the system in place as proscribed by the ombudsman.

Members welcomed the overview of the complaints received and the focus on lessons learned.

a) Members noted the content of the report

H/22/010   **Cultural Index Survey**

The HHR presented the draft outputs from the cultural index survey which was delivered by an external company and designed to gain an understanding of the

culture within the College, the results of which complement the wellbeing activity reported on earlier.

He noted that the leadership team in the college is undergoing a programme of development and that the survey would also be used to focus on where leaders could have the most impact.

Response levels were similar to the wellbeing survey and the main issues raised related to workload levels and management time.

He informed members that the outputs from the survey will now be analysed by the LMT and consideration given on how to get more staff involved.

He highlighted that the overall rating for the College was a positive one.

Members commented that future surveys may benefit from including context on the wider environmental situation such as the cost of living crisis as this can influence results.

Members queried how the College unions viewed the survey being undertaken.

The HHR noted that there was some scepticism and this was one of the reasons for using an outside provider to ensure an independent review.

Member noted an update on this topic should be provided to a future meeting.

a) Members noted the content of the report

H/22/011   **Review of Risk**

No new risks were identified

H/22/012   **Any Other Competent Business**

None

1. **Purpose**

   To seek approval from members on changes to the protection of Vulnerable Groups Scheme Policy and Procedure and the Redeployment and Redundancy Policy and Procedure.

2. **Recommendation**

   That members consider the changes highlighted in each of these policies and approve the updated policy documents.

3. **Background**

   The College has a range of policies in place to govern a range of aspects of College activity. All policies have a review date attached and there is also the opportunity, where relevant, to bring policies for earlier update to reflect legislative changes or identified best practice.

4. **Key Considerations**

   Each of the attached policies have the proposed changes highlighted via track changes. Changes to PVG are mainly to demonstrate new practices in processing the data and to clarify language. For the Redeployment and Redundancy Policy it is mainly replacing outdated language. The inclusion of Absence is disputed by unions as a fair criterion used in a redundancy selection process but is an example used by ACAS as one that is suitable due to its objectivity and in meeting the goals of a selection process.

5. **Resource Implications (Financial, People, Estates and Communications)**

   If approval is granted, the policies will be uploaded to the relevant area of SharePoint.

6. **Equalities**

   Assessment in Place? –Yes

   The changes as outlined in the attachments are either minor language/title changes or external requirements that must be included.

7. **Communities and Partners**

   This paper and appendices do not impact on our communities or partners.

8. **Risk and Impact**

Please complete the risk table below. Risk is scored against Likelihood x Impact, with each category scored from Very Low through to Very High. Risks should be robustly scored and, if the combined score (Likelihood x Impact) is higher than the Board Risk appetite for the risk category identified, additional justification must be provided on why this risk is necessary.

If the paper is an approval, please reflect on whether the approval will have any direct or indirect impact for any other areas of operational activity internally or externally within the College – No

	Likelihood	Impact
Very High (5)		
High (4)		
Medium (3)		
Low (2)	X	X
Very Low (1)		

Total Risk Score – 4

The College has a Strategic Risk appetite for categories of risk as defined by the Board of Management. Decisions being taken at LMT/SMT/Board level must have cognisance of this. Please indicate the single most relevant risk category in the table below.

BoM Risk Categories & Risk Appetite (Select one area only)					
Cautious <15		**Open 15> <20**		**Eager >20**	
Governance		Strategy		People	
Legal	x	Financial		Project/Programme	
Property		Reputational			
		Technology			

Failure to maintain up to date HR policies can lead to errors in process, in equal treatment for staff or reputational risk for the College. This risk is mitigated by ensuring a regular review of all policies and underlying processes.

Is the score above the Board Risk Appetite level? No

Risk Owner – Alison Stewart   **Action Owner –** Ralph Burns

Paper Author – Ralph Burns   **SMT Owner –** Alison Stewart

Protection of Vulnerable Groups Scheme Policy & Procedure

Status	Pending~~Approved~~
Date of version	February 2023~~November 2018~~
Responsibility for Contents	HR Staff
Responsibility Review	HR Staff
Review Date	February 2026 ~~November 2021~~
Primary Contact	Human Resource Business Manager

FORTH VALLEY COLLEGE

EQUALITIES IMPACT ASSESSMENT

We welcome feedback on this Policy and the way it operates. We are interested to know of any possible or actual adverse impact that this Policy may have on any protected characteristic.

An initial Equalities Impact Assessment of this Policy has been carried out. The policy has been written to fully comply with all obligations in respect of employment law and equality legislation and to take account of recommended best practice. It is therefore not anticipated that this policy will result in a negative of adverse impact on one or more groups in respect of any protected characteristics.

POLICY

~~Purpose~~ PURPOSE AND SCOPE OF THE POLICY

The Protecting Vulnerable Groups Scheme (PVG Scheme) is established by the Protection of Vulnerable Groups (Scotland) Act 2007. The PVG Scheme allows Forth Valley College as a registered body to request and obtain information on whether an individual has any criminal convictions and whether or not they are barred from doing regulated work with children or protected adults either as an employee or as a student on placement. This document sets out the College's policy in relation to the PVG Scheme application process, its use of PVG Scheme information to inform decisions, and its storage and period of retention of PVG Scheme information. This document also sets out the policy which will apply to posts which are not covered by the PVG Scheme

Forth Valley College is committed to ensuring its recruitment and selection practices are fair and comply with current employment legislation and best practice. The College also recognises its obligation under legislation to carry out the necessary checks in respect of staff and other people who will be working with children or protected adults. The fact that an individual has a conviction will not necessarily make them unsuitable for work with the College. ~~and College Management~~ The appropriate HR Representative in consultation with the Head of D~~d~~epartment/Director or Nominee will consider the person's suitability as a whole in light of all the information available. In light of all the information available, it will be up to College Management to determine whether the individual is suitable for employment However, the College cannot lawfully employ an individual to do regulated work of the type they are barred from doing.

~~POLICY~~

~~Scope~~

The terms of this policy will apply to applicants considered for employment, existing employees of Forth Valley College and members of the Board of College Management who undertake regulated work with children or protected adults or both. The terms of this policy also applies to students who apply to study on courses which include work placements involving working with children or protected adults, where this constitutes regulated work.

The College will also require all contractors, students who undertake a placement within the College, and partner organisations to the College whose staff regularly work in the College to be satisfied through relevant checks that they are not barred from working with children and/or protected adults.

This policy and procedures have been prepared by the College in consultation with UNISON and EIS – FELA and with the needs of the College and its staff in mind.

Data Protection

The College processes personal data collected whilst processing PVG applications in compliance with the Data Protection Act 2018 (DPA) and any future data protection law enacted in the UK, including UKGDPR. The College is the data controller for your data and is registered with the Information Commissioner's Office. The College will collect and process information relating to you in accordance with the privacy notice which is available on the College website.

Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the College Data Policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the College's disciplinary procedure. Employees should use College data for organisational purposes only, and should not keep personal copies of College data under any circumstances.

If you are unhappy with any aspect of the way your data is handled, you can contact the Data Protection Officer at dataprotection@forthvalley.ac.uk.

Definitions

Forth Valley College is a **registered body** with Disclosure Scotland, the agency in Scotland established to provide registered organisations with criminal history information on individuals applying for or holding relevant posts. Disclosure Scotland was established by Part V of the Police Act 1997.

Regulated Work means regulated work with children or regulated work with adults. The Vulnerable Groups (Scotland) Act 2007 Protection of Vulnerable Groups (Scotland) Act 2007 contains a broad definition of **regulated work** and an employee or volunteer may be doing **regulated work** if they are involved in a specified activity in relation to a protected person; or if they work in a specified establishment; or if they hold a specified position. Activities as part of a person's normal duties which indicate they are doing regulated work with children include:

- Being in sole charge of children.
- Caring for children.
- Providing advice or guidance to children.
- Teaching, instructing, training or supervising children.
- Unsupervised contact with children.

Activities as part of a person's normal duties which indicate they are doing regulated work with adults include:

- Being in sole charge of protected adults.
- Caring for adults.
- Providing advice or guidance to protected adults.
- Teaching, instructing, training or supervising protected adults.
- Unsupervised contact with protected adults.

Children are those under 18 years of age.

A **protected adult** is a person aged 16 or over who is protected by the Act because he or she is receiving certain services as set out in the Act: health, care or welfare service.

A PVG Scheme Record or scheme record update replaces an Enhanced Disclosure Certificate. Forth Valley College will apply for a PVG Scheme record or scheme update for posts which undertake regulated work with children and/or protected adults within the College. The record will contain details of both spent and unspent convictions. In addition, it will show any information from local police records considered by the Chief Constable to be relevant to the position being sought.

A Basic Disclosure Check will be obtained in respect of posts or roles which do not constitute regulated work with children and/or adults. A Basic Disclosure Check contains information on unspent convictions.

Spent and Unspent Convictions – Sentences of more than 2½ years (30 months) can never become 'spent'. Other sentences become spent after fixed periods from the date of conviction. For a custodial sentence, the length of time actually served is irrelevant – the rehabilitation period is decided by the original sentence and commences on the date of conviction. With a PVG Scheme Record, all convictions will be shown, whether the relevant rehabilitation period has been spent or not.

Lead Signatory and Counter-Signatory – Members of staff who are authorised to request and receive Disclosure and criminal history information on behalf of the College.

PROCEDURE

Redeployment and Redundancy Policy and Procedure

Status	~~Approved~~Draft
Date of Version	December ~~2019~~2022
Responsibility for Contents	Human Resources
Responsibility for Review	Human Resources
Impact Assessment Review Date	November ~~2022~~2025
Review Date	December ~~2022~~2025
Primary Contact	Human Resources Business Manager

REDEPLOYMENT AND REDUNDANCY POLICY AND PROCEDURE

EQUALITIES IMPACT ASSESSMENT

We welcome feedback on this Policy and the way it operates. We are interested to know of any possible or actual adverse impact that this Policy may have on any groups in respect of all protected characteristics.

An Equalities Impact Assessment of this Policy has been carried out. The policy has been written to fully comply with all obligations in respect of employment law and equality legislation and to take account of recommended best practice. It is therefore not anticipated that this policy will result in a negative or adverse impact on one or more groups in respect of any protected characteristic.

INTRODUCTION

This document outlines the Redeployment and Redundancy Policy for all employees of the College. It has been written to outline how the College will aim to fulfil its obligations under the statutory requirements. within:

- Part IV of the Trade Union and Labour Relations (Consolidation) Act 1992
- Information and Consultation of Employees (Amendment) Regulations 2006
- Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) (Amendment) Order 2015
- The Equality Act 2010
- Employment Rights Act 1996

The Board of Management of the College fully recognises the importance of creating as secure a working environment as possible for staff and will take all possible steps to ensure continuity of employment through effective organisational and Human Resources planning. However, it is recognised that there may be changes in organisational requirements and technological developments and economic changes which may affect staffing needs.

It is the agreed aim of the College, UNISON and EIS - FELA to safeguard the current and future employment of its employees. The College, in consultation with the UNISON and EIS - FELA, will seek to minimise the effect of redundancies through the provision of sufficient time and effort to finding alternative employment for surplus staff. Where compulsory redundancy is inevitable the College will handle the redundancy in the most fairfairest, consistent and sympathetic manner possible and minimise, as far as possible, any hardship that may be suffered by the employees concerned.

This policy has been designed in line with the College's commitment to being an equal opportunities employer and has been prepared by the College in consultation with UNISON and EIS-FELA with the needs of the College and its employees in mind.

2

1   WHEN DOES THIS POLICY APPLY?

These arrangements will apply where a post (or posts) is/are surplus to operational needs and it is necessary to select individuals for redeployment and/or redundancy.

When the College believes that staff surpluses may be likely, it will consult with the UNISON and EIS - FELA at the earliest practical opportunity. The College will inform UNISON and EIS - FELA of the posts and number of employees who may be affected and will consult with them on the most appropriate method of avoiding redundancies.

The College will make every effort to redeploy staff into suitable alternative work rather than declaring redundancies.

2   WHO DOES THIS POLICY APPLY TO?

This policy applies to all employees of the College whose post becomes surplus to operational requirements. To be eligible for redundancy payments, employees require to have 2 or more years' continuous service with the College or associated employer recognised under the Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) (Amendment) Order 2015.

3   AVOIDANCE OF REDUNDANCIES

Measures that shall be jointly considered by the College, UNISON and EIS - FELA to attempt to avoid redundancies may include the following (however, this list is not exhaustive):

- a restriction or freeze on recruitment, combined with reductions through natural wastageturnover;

- a reduction or elimination of overtime;

- asking employees to consider applyinginviting applications for voluntary early retirement / voluntary redundancy;

- the retraining and redeployment of existing staff into actual or projected vacancies;

- consideration may be given to requests for permanent reduction in hours

Any measures considered will be those that best meet the operational requirements of the College, considered through consultation with the Unions at the time the policy applies.

4. REDUNDANCY PROCESS/PROCEDURE

4.1 INFORMATION AND CONSULTATION

The purpose of consultation is to provide as early an opportunity as practicable for all concerned to ~~share the problem~~discuss the potential for redundancies and explore any possible options to minimize the impact on employees. The College will then be in a better position to decide whether the needs of the business can be met in some way other than by dismissal.

Consultation with UNISON and EIS - FELA, will commence at the earliest opportunity, but at the very latest as follows:

- 30 days before the first of the dismissals takes effect in a case where between 20 and 99 redundancy dismissals are proposed within a period of 90 days or less;

- 45 days before the first of the dismissals takes effect in a case where 100 or more redundancy dismissals are proposed within a period of 90 days or less.

As part of the consultation process, the College will supply UNISON and EIS - FELA with appropriate information to enable them to play a useful and constructive role in the consultation process.

Consultation will be deemed complete when agreement has been reached or after the set period of consultation, whichever is less.

Where specific employees have been identified as ~~potential candidates for compulsory~~ potentially at risk of redundancy, they will be consulted directly by the College, as well as UNISON and EIS - FELA. The process that will be followed will normally include a series of meetings such as:

- Meeting 1 – may be an individual or collective basis to advise that specific posts may be 'At Risk'

- Meeting 2 – Individual meeting to discuss any ideas/suggestions that may mitigate the need for redundancy and other alternatives to redundancy such as redeployment

- Meeting 3 – Individual meeting to advise of the outcome and any associated arrangements, e.g. redundancy payment, notice, etc.

This may vary depending on individual circumstances.

4.2 SELECTION CRITERIA

Should the above methods of avoiding compulsory redundancies, as outlined in section 3, fail to achieve the necessary reduction in staff establishment, employees will be selected for ~~compulsory~~ redundancy using selection criteria. Below are some examples of criteria which the College may use, however this list is not exhaustive and may include some or all of these criteria:

- Competitive Interview
- Assessment and/or Presentation
- ~~Absence~~ Attendance Records
- Disciplinary Records

The selection criteria will be reviewed and discussed during the information and consultation process.

Under no circumstances will age, gender, disability, sexual orientation, religious belief, nature of contract, ethnicity or any other types of unlawful discrimination, be used as selection criteria.

The decision as to which employees are to be selected for redundancy will be made upon the outcome of the selection matrix.

4.3 VOLUNTARY REDUNDANCY / VOLUNTARY EARLY RETIREMENT

When it is not possible to reduce the number of surplus posts by any of the above means, employees from within the relevant pools of posts 'At Risk' may at the College's discretion, be invited to apply for voluntary redundancy or voluntary early retirement. The College reserves the right not to release employees whose skills and experience continue to be required within the College. Information regarding the terms of any such scheme will normally be outlined at the time the scheme is opened to employees.

5 REDEPLOYMENT PROCESS

5.1 SELECTION PROCESS

When there is a surplus number of posts to those operationally required the College will make every effort to redeploy staff into suitable alternative work, rather than declaring redundancies.

Individual redeployment cases will be considered against, but not limited to:

- Operational requirements
- Skills and knowledge of the individual in relation to the requirements of any redeployment roles that may be available
- Succession planning.

5.2 SELECTION PROCESS FOR ALTERNATIVE POSTS

Before an employee is redeployed into a post they will have an interview with the recruiting line manager to ensure suitability for the post and agree any training and development needs.

5.3 SALARY CONSERVATION

Where an employee is redeployed into a reasonable suitable alternative role they will have their salary conserved in line with the appropriate Working Practices Agreement unless the salary for the new post is at the same level or higher.

5.4 TRIAL PERIOD

Employees in a compulsory redundancy situation or who are eligible for redeployment have the right to a trial period in a new alternative job without jeopardising their right to redundancy pay. This trial period will normally be four weeks, however in some circumstances, it may be appropriate for this period to be extended. The trial period gives the employee and the College an opportunity to decide whether the new job is suitable and meets with their expectations.

5.5 WHEN REDEPLOYMENT WITHIN THE COLLEGE IS NOT SUCCESSFUL – NEXT STEPS

Where redeployment is not successful, the Redundancy Process (section 6) will be followed.

6 REDUNDANCY NOTICE

6.1 GIVING REDUNDANCY NOTICES

Employees who have been selected for redundancy will be dismissed following the dismissal procedure, as below:

1. ~~Following an individual meeting to confirm selection for redundancy, the employee will be given written notice of the termination of their employment in accordance with the notice period set out in their contract of employment or the statutory minimum notice period, whichever is greater.~~The College will write to the employee inviting them to a meeting to discuss the matter.

2. ~~A meeting will be held with the employee to discuss the redundancy; they may choose to be accompanied by a Union Representative or a work colleague. Following the meeting the employee will be notified in writing of the decision and their right of appeal.~~

   If the employee appeals, an appeal hearing will be held, at which they may be accompanied by a Union Representative or a work colleague. Further information of the Appeals procedure can be found at Section 6.5.

~~Individual redundancy notices will be given once the consultation process has been completed; the notice period will be that detailed in the employee's contract of employment, or the statutory minimum, whichever is greater.~~

Where it is not considered appropriate for the employee to work their notice period, the College reserve the right for employees to receive pay in lieu of notice or for them to take garden leave. In such cases, this will be communicated to the employee during a consultation meeting and confirmed in writing.

6.2   REDUNDANCY PAYMENTS

Redundancy payments will be made in accordance with statutory requirements plus as well as any discretionary enhancement which is may be agreed by the Board of Management of the College. To qualify for redundancy pay, employees must:

- have at least 2 years' service with the College or, an associated employer recognised under The Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) (Amendment) Order 2015

- work up to the date on which the notice of redundancy expires, unless otherwise agreed as above.

Employees wishing to leave before their notice expires may do so with agreement of their line manager, which, if granted, will entitle them to redundancy pay. Permission will not be unreasonably withheld, but employees leaving early without consent may lose their right to redundancy pay.

Redundancy pay is a lump sum and is dependent on:

- how long the employee has been continuously employed by the College, or other recognised body

- how the employee's years of continuous service relate to a particular age band/s (see below)

- the employee's weekly pay, up to the current operating legal limit and any additional payment, where appropriate, which may be agreed by the Board of Management of the College.

All redundancy calculations are based on one week's contractual pay up to the current operating legal limits, unless indicated otherwise. This includes shift allowance, contractual overtime and any other regular payments made under the contract of employment. Payments of an irregular nature (e.g. non-contractual overtime, irregular or infrequent overtime or additional payments) are excluded.

The statutory minimum calculation for redundancy pay is:

- 0.5 (half) week's pay for each complete year of service where your age is under the age of 22

- 1 (one) week's pay for each complete year of service where your age is between the age of 22 or above but under 41

- 1.5 (one and half) week's pay for each complete year of service where your age is 41 or above

Length of service is capped at 20 years

6.3 TIME OFF TO LOOK FOR NEW EMPLOYMENT

During the redundancy notice period, employees will be entitled to reasonable paid time off during working hours, provided that permission is obtained from their line manager and / or SMT member, to look for new employment or to make arrangements for training for future employment.

6.4 OTHER EMPLOYEE ASSISTANCE

The following information may be provided, where possible by the College to assist employees who are at risk of being made redundant:

- Advice on how to find another job, the completion of application forms, CV writing, interview tips and reasonable training opportunities.

- Details on how severance pay and ~~superannuation~~ pension benefits will be calculated. Information will be given in conjunction with the relevant ~~Superannuation~~ Pension Scheme Administrator, as appropriate.

~~The~~ An independent Employee Counselling Service is available to provide confidential counselling to employees who feel they would benefit from speaking with a professional counsellor. Contact details can be obtained from the College SharePoint site, HR Department or UNISON or EIS - FELA representatives. The College may also consider support from third party organisations, if deemed appropriate.

6.5 APPEALS PROCESS

Employees who have been selected for redundancy and feel that the ~~compulsory~~ redundancy process has been unfairly applied can submit an appeal in writing within 5 working days of confirmation of the outcome. Appeals should be made in writing to the ~~Depute Principal & Chief Operations Officer~~Associate Principal for Finance and Corporate Affairs. An Appeal Panel will be convened to hear the case which will consist of at least ~~2~~ two ~~SMT~~ LMT members who have not been previously involved in the ~~interview~~ selection process. The recommendation of the Appeal Panel will be reviewed by the Principal or their nominee. The decision will be communicated in writing to the employee within 5 working days.

There is no further right of appeal and therefore the decision will be final.

6.6 ADDITIONAL INFORMATION

Employees can seek additional information regarding redeployment and redundancy procedures on the following websites:

www.acas.org.uk

https://www.gov.uk/redundancy-your-rights
~~www.bis.gov.uk~~

1. **Purpose**

   To outline a new policy and associated procedure for approval

2. **Recommendation**

   That member's note the new policy and its associated procedure and agree to its implementation.

3. **Background**

   The college has long established the practice of providing employment references on request. This information is limited to confirming employment at the college due to the liability and risks associated with providing more detailed and personal information.

   Following and enquiry into our provision that highlighted some uncertainty and risk it was decided formal clarity on what is and is not acceptable was needed to ensure staff are informed and the college protected.

4. **Context**

   In general, employers are under no legal duty to provide job references. However where these are provided we need to take care. In particular we must ensure that any information provided to another employer about a current or former employee is factual and accurate, and is not influenced by personal likes or dislikes.

   An employer providing a reference owes a duty of care to the organisation that requested it. We could, in theory, be liable for damages if we do not tell the truth about an individual and the new employer subsequently suffers financial losses as a result of, for example, the person's incompetence

   For this reason, it is sensible to adopt a policy (appendix 1) under which only limited staff (in this proposal HR) have authority to provide references on behalf of the college. Also that those references are limited to factual information (as per the attached procedure).

5. **Resource Implications (Financial, People, Estates and Communications)**

   Policies are uploaded to the relevant area of SharePoint and highlighted to staff.

6. **Equalities**

   Assessment in Place? – Yes

7. **Communities and Partners**

   This paper and appendices do not impact on our communities or partners.

8. **Risk and Impact**

Please complete the risk table below. Risk is scored against Likelihood x Impact, with each category scored from Very Low through to Very High. Risks should be robustly scored and, if the combined score (Likelihood x Impact) is higher than the Board Risk appetite for the risk category identified, additional justification must be provided on why this risk is necessary.

If the paper is an approval, please reflect on whether the approval will have any direct or indirect impact for any other areas of operational activity internally or externally within the College – No

	Likelihood	Impact
Very High (5)		
High (4)		
Medium (3)		X
Low (2)	X	
Very Low (1)		

Total Risk Score – 6

The College has a Strategic Risk appetite for categories of risk as defined by the Board of Management. Decisions being taken at LMT/SMT/Board level must have cognisance of this. Please indicate the single most relevant risk category in the table below.

BoM Risk Categories & Risk Appetite (Select one area only)					
Cautious <15		**Open 15> <20**		**Eager >20**	
Governance		Strategy		People	X
Legal		Financial		Project/Programme	
Property		Reputational			
		Technology			

Failure to implement the policy places the college at a potential, though albeit small, risk of liability caused by inaccurate references provided by staff in the name of the college. This policy details to staff their responsibilities in this matter, and to external stakeholders our position on references.

Is the score above the Board Risk Appetite level? No

Risk Owner – Alison Stewart   **Action Owner –** Ralph Burns

Paper Author – Ralph Burns   **SMT Owner –** Alison Stewart

Employment References

Policy & Procedure

Status	Draft
Date of version	November 2022
Responsibility for Contents	Human Resources
Responsibility for Review	Human Resources
Impact Assessment Review Date	July 2025
Review Date	November 2025
Primary Contact	Human Resources Business Manager

EQUALITIES IMPACT ASSESSMENT

We welcome feedback on this Policy and the way it operates. We are interested to know of any possible or actual adverse impact that this Policy may have on any groups in respect of any protected characteristics.

An initial Equalities Impact Assessment of this Policy has been carried out. The policy has been written to fully comply with all obligations in respect of employment law and equality legislation and to take account of recommended best practice. It is therefore not anticipated that this policy will result in a negative of adverse impact on one or more groups in respect of any protected characteristics.

POLICY

PURPOSE AND SCOPE OF THE POLICY

This policy and related procedure details the actions to follow where a reference request is received in respect of a former or current employee.

This policy and associated procedure has been prepared by the College in consultation with UNISON, EIS-FELA and with the needs of the College and its employees in mind.

Receiving a request for a reference

A reference for a former or current employee may be given only by the HR department. Any reference request must be passed to the HR department. This requirement is not only for employment references but also reference requests from banks, building societies or other potential lenders, credit checks or estate agents

Data Protection and Subject Access Requests

The College recognises the need to respect the privacy of individuals applying for employment and as such, will comply with the Codes of Practice for Recruitment and Selection and the requirements of the Data Protection Act 2018 and UK GDPR, covering the use of personal information provided by candidates. To this end, the College will comply with the principles of the act and will only collect, process and retain applicants' personal information where it is directly relevant to the recruitment and selection process.

If an employee asks requests a copy of a reference supplied by the College, it will generally be released to them. If an employee requests a copy of a reference supplied by a third party it will generally be released.

EMPLOYMENT REFERENCE PROCEDURE

Format for an employment reference

The employment reference will explain that it is the college's policy to respond to requests for information in a standard format. The only factual information that may be provided is:

- the dates of the employee's employment with the college;
- the employee's current job title;

No personal opinions about the individual's performance, attendance or conduct will be provided.

A disclaimer will be included in the reference making it clear that, while the information provided is, to the best of the College's knowledge, completely accurate, the college cannot accept any liability for decisions based on it.

Further enquiries raised by the prospective employer

If you receive an enquiry from the prospective employer for clarification of any information provided in the reference, you must ensure that you do not go beyond the content of the reference in the information provided. You should pass the prospective employer to the HR department. A note of any discussion had with the employer should also be taken and passed to HR.

Retaining a copy of the reference

A copy of the reference or written note of any subsequent enquiries will be retained securely by the HR department.

Personal references

Should you wish to provide a reference which contains more information than the College standard reference, as outlined in this document, you would be required to do this as a personal reference.

A personal reference must:

- make clear that it is given in a personal capacity;
- not be on the college's letterhead or include any college logo; and
- be sent from the individual's home address or personal email account

Failure to comply with the procedures herein may be dealt with under the College's Disciplinary procedures.

1. **Purpose**

   To seek approval from members on the introduction of a Reservists Policy and Procedure to support our application for the Armed Forces Covenant Silver Award.

2. **Recommendation**

   That members approve the procedure and support the aims within.

3. **Background**

   The College was awarded Bronze status when it signed the Armed Forces Covenant in 2018. Since then we lacked the appropriate driven Ex-forces Champion to take us to the next level. Alistair McKean agreed to take on that mantle around a year ago and has been working towards the college moving up to Silver status.

   The covenant is a commitment to those who serve and the Government website states in relation to our duty to support the forces:

   "this obligation involves the whole of society: it includes voluntary and charitable bodies, private organisations, and the actions of individuals in supporting the Armed Forces. Recognising those who have performed military duty unites the country and demonstrates the value of their contribution. This has no greater expression than in upholding this Covenant."

   To achieve the next level we require to have in place a policy outlining our support to reservists.

4. **Key Considerations**

   Appendix 1 outlines the proposed policy. There are two key points to consider:

   - Time off to undertake reservists activities has been part of the special leave provisions in the college for at least 20 years. This policy does not change these or enhance them.

   - Rights under mobilisation and reemployment are statutory and cannot be removed. This policy details these but does not enhance them.

   The policy demonstrates our commitment to supporting reservists in their duty to protect and serve.

5. **Resource Implications (Financial, People, Estates and Communications)**

   The Policy and Procedure does not place any new obligations on managers or staff but clarifies these rights.

6. **Equalities**

   Assessment in Place? – Yes

There are no mitigating factors

7. **Communities and Partners**

This policy demonstrates our commitment to armed forces personnel and should be seen as a positive enhancement to our staff offerings and to our place in the community.

8. **Risk and Impact**

Please complete the risk table below. Risk is scored against Likelihood x Impact, with each category scored from Very Low through to Very High. Risks should be robustly scored and, if the combined score (Likelihood x Impact) is higher than the Board Risk appetite for the risk category identified, additional justification must be provided on why this risk is necessary.

If the paper is an approval, please reflect on whether the approval will have any direct or indirect impact for any other areas of operational activity internally or externally within the College – No

	Likelihood	Impact
Very High (5)		
High (4)		
Medium (3)		
Low (2)	2	2
Very Low (1)		

Total Risk Score – **4**

The College has a Strategic Risk appetite for categories of risk as defined by the Board of Management. Decisions being taken at LMT/SMT/Board level must have cognisance of this. Please indicate the single most relevant risk category in the table below.

BoM Risk Categories & Risk Appetite (Select one area only)					
Cautious <15		**Open 15> <20**		**Eager >20**	
Governance		Strategy		People	
Legal	x	Financial		Project/Programme	
Property		Reputational			
		Technology			

This policy proposes no changes however demonstrates a commitment which we need to follow in spirit as well as function and failure to do so could result in reputational damage. Failure to follow statutory requirements may result in a legal challenge.

Risk Owner – LMT

Action Owner – Ralph Burns

Paper Author – Ralph Burns

SMT Owner – Alison Stewart

Employing Reservists

Policy & Procedure

Status	Draft
Date of version	March 2023
Responsibility for Contents	Human Resources
Responsibility for Review	Human Resources
Impact Assessment Review Date	January 2026
Review Date	March 2026
Primary Contact	Human Resources Business Manager

SUPPORTING RESERVISTS POLICY

LIST OF CONTENTS

1 EQUALITIES IMPACT ASSESSMENT

We welcome feedback on this Policy and the way it operates. We are interested to know of any possible or actual adverse impact that this Policy may have on any groups in respect of any protected characteristics.

An initial Equalities Impact Assessment of this Policy has been carried out. The policy has been written to fully comply with all obligations in respect of employment law and equality legislation and to take account of recommended best practice. It is therefore not anticipated that this policy will result in a negative of adverse impact on one or more groups in respect of any protected characteristics.

2 DATA PROTECTION

The College processes personal data collected in relation to our Reservists Policy and Procedure. All information is stored and processed in compliance with the Data Protection Act 2018 (DPA) and the UK GDPR. The College is the data controller for your data, and is registered with the Information Commissioner's Office. The College will collect and process information relating to you in accordance with the privacy notice which is available on the College website.

In particular, data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of the required by the policy and procedures. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the College Data Policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the College's disciplinary procedure. Employees should use College data for organisational purposes only, and should not keep personal copies of College data under any circumstances.

If you are unhappy with any aspect of the way your data is handled, you can contact the Data Protection Officer at dataprotection@forthvalley.ac.uk

3 POLICY

This policy and its associated procedures sets out how Forth Valley College 'the college" supports staff who are members of or wish to join the Volunteer Reserve Forces. These consist of the Royal Naval Reserve (RNR), the Royal Marines Reserve (RMR), the Army Reserve and the Reserve Air Forces (RAFR and RAuxAF). This policy will also apply to Regular Reservists, who are ex regulars who may retain a liability to be mobilised.

The college recognises that many of the skills that reservists gain during their training are transferable to the workplace. The college will assist reservists as far as possible, for example by taking into account unusual leave requirements or the need to amend working patterns.

The policy does not form part of your contract of employment and the college reserves the right to amend or withdraw it at any time.

4 PROCEDURES

4.1 Informing the college that you are a reservist

So that we can support reservists, the college asks that new staff who are already reservists or existing staff who become reservists inform their line manager as soon as possible that they are, or intend to become, reservists. This request is made purely to allow us to deal with the practical implications, and reservists who do this will not be disadvantaged in any way.

4.2 Time off for activities in the reserve forces

Employees who need time off for activities as reservists are expected to use their normal holiday entitlement. While the college will do its best to accommodate any request for leave for activities in the reserve forces, it cannot guarantee that reservists' holiday requests will be given priority.

Each leave year, staff who are reservists may be given special leave to help them to meet their commitments to the reserve forces where this falls out with normal holiday times and has minimal impact on business. Staff should speak to their line manager in the first instance. This includes Annual Camp, where up to two weeks paid leave may be granted, dependent on time actually spent at camp. Additional special leave of up to two days may be granted for short periods of training, provided adequate notice is given and where such training cannot be undertaken in off-duty time. All leave is subject to business needs.

The reservist should make the additional time off request to their line manager in the same way as normal annual leave is requested, tagging the request "Military reserve leave". While the college will do its best to accommodate any requests to use this extra leave, the college cannot guarantee that reservists' extra leave requests will be given priority.

To avoid reservists being unable to take time off when needed, they should apply for this extra leave as soon as possible after they are informed that they need to take time off.

This offer is available only to employees who provide evidence that they need to take the time off as a reservist (for example, a letter from their commanding officer) at the time when they are booking holidays for the purpose of doing reservist activities. This additional leave cannot be used for days when the reservist is not undertaking reservist activities (for example, to recover from the physical demands of a weekend away with the reserve forces).

4.3 Flexible working

A request for a change to working hours or pattern of working may be made for a temporary period or on a permanent basis.

Reservists should refer to the college's Flexible Working policy and can also contact the employee's line manager or the HR department for more information.

4.4 Unauthorised absence

Any leave taken by a reservist without prior permission from their line manager, will be treated as unauthorised absence. The college will treat any instances of unauthorised leave as a serious matter that could result in disciplinary action, up to and including dismissal. Employees should be aware that, if they take a period of leave that has not been approved, they will be subject to disciplinary action on their return to work.

4.5 Reservists and employers rights and responsibilities

Both the college and the employee have rights and responsibilities in relation to mobilisation and returning to work. Details of this can be found on the government website.

[Rights and responsibilities for reservists and employers : Introduction - GOV.UK (www.gov.uk)](www.gov.uk)

4.6 Reservists' call-outs

Reservists may be called out for military operations, with notice typically given 28 days before mobilisation, which can last up to 12 months.

On being called out, the reservist should present their mobilisation papers, typically together with a letter from the Ministry of Defence to the college, outlining the date, and possible duration, of their mobilisation. The Ministry of Defence may also contact the college independently.

The college recognises that, under the Reserve Forces (Safeguard of Employment) Act 1985, if it believes that the employee's absence on military service is likely to do "serious harm" to it, it may apply for an exemption, deferral or revocation of mobilisation. The college recognises that the criteria for exemption, deferral or revocation are strict and will seek an exemption, deferral or revocation only in exceptional circumstances.

The college's application must be submitted to the relevant adjudication officer within the period of seven days immediately following the date of the employee's receipt of the mobilisation notice.

There may be financial assistance available to the college from the Ministry of Defence when a reservist is called up.

4.7 Reservists' rights during mobilisation

There is no requirement for the college to pay the reservist during their absence on military operations. During this period the reservist receives service pay from the Ministry of Defence, along with a standard award to make up any difference (up to the statutory limit) between their service pay and normal average weekly earnings.

The Ministry of Defence may also pay the college's contributions to the reservist's occupational pension scheme (as long as the reservist gives an undertaking to continue paying their own contributions to the scheme).

These rights are subject to the regulations in place at the time of mobilisation.

Reservists have no entitlement to accrue annual leave or other benefits such as sick pay entitlement whilst mobilised and on unpaid leave.

4.8 Continuity of employment

The continuity of the reservist's period of employment is not broken by a period of mobilisation, if they are reinstated to their former employment within six months of demobilisation.

However, when calculating the employee's total period of continuous employment, the college will discount the number of days falling in the period between the date on which the reservist is called up for military operations and the day immediately preceding the day on which they return to work.

Reemployment and continuity of employment is subject to the conditions as per the relevant regulations in place at the time of mobilisation including that contained in Reserve Forces (Safeguard of Employment) Act 1985.

Health & Wellbeing Strategy 2022-23

Forth Valley College
Making Learning Work

Objectives against Target

	Quarter 1	Quarter 2	Quarter 3	Quarter 4

- Establishing a holistic approach to health and wellbeing (in line with the People Strategy) through:
  - Creating and maintaining a range of initiatives
  - Providing accessible support options
  - Developing a working environment that is flexible, adaptable and appropriate
  - Celebrating and nurturing the individual and team contributions
  - Providing skills to manage and the support to adapt to change

Quarter 1: ● (green), Quarter 2: ● (green), Quarter 3: ○, Quarter 4: ○

Comments

Strategic Health & Wellbeing Outcomes Framework for 22/23 was created and implemented and continually updated as more resources become available. The Health & Wellbeing Outcomes Framework is intended to be a strategic and preventative framework and has been prepared in line with an overall commitment to developing the College's approach to the provision of education and awareness learning for the workplace around health and wellbeing.

The Health & Wellbeing Framework evidences the support available to staff to aid them to become involved in creating a culture of openness around health and wellbeing.
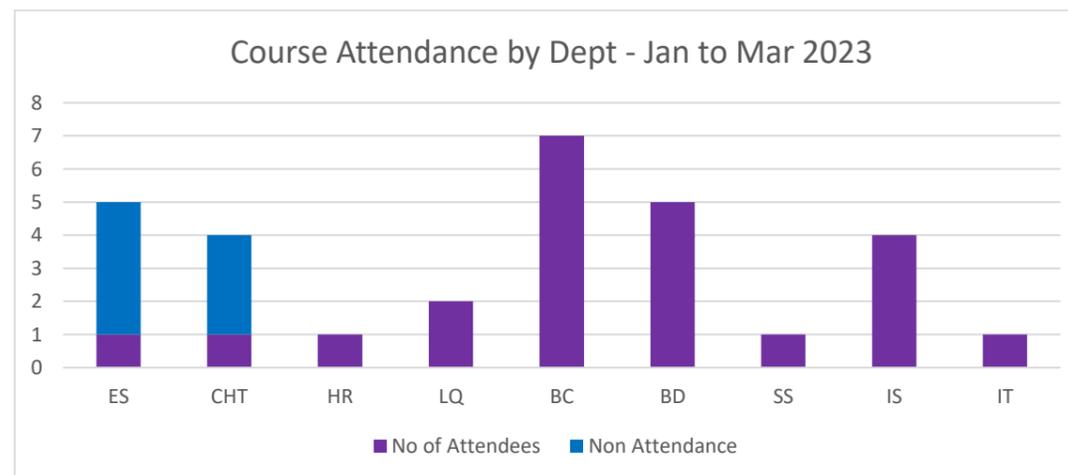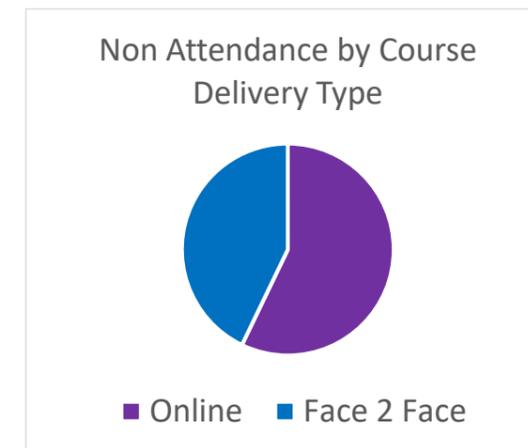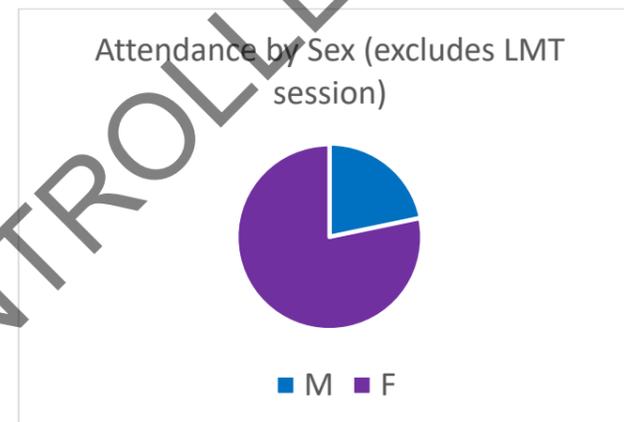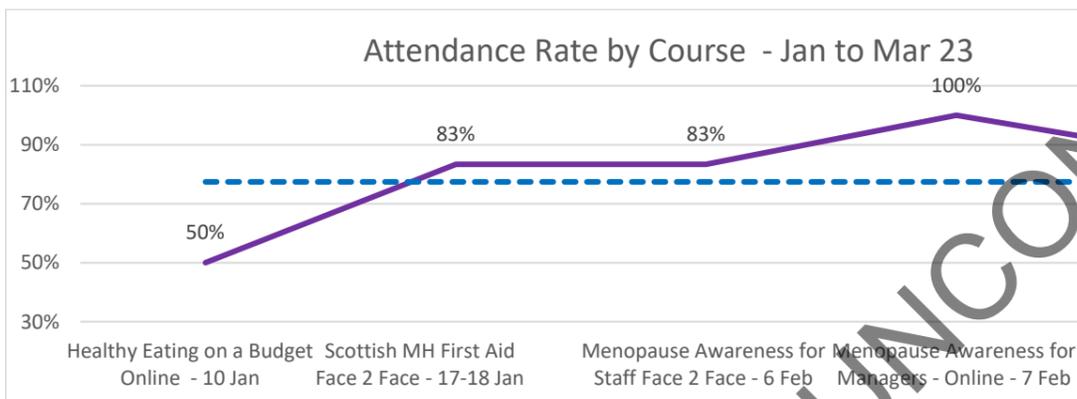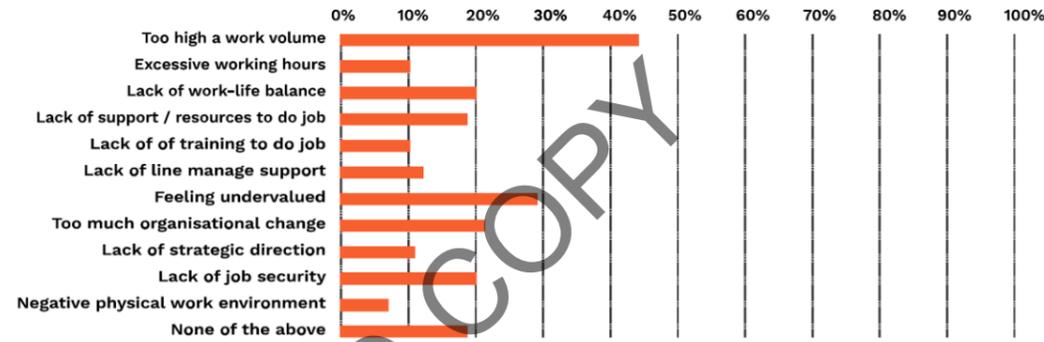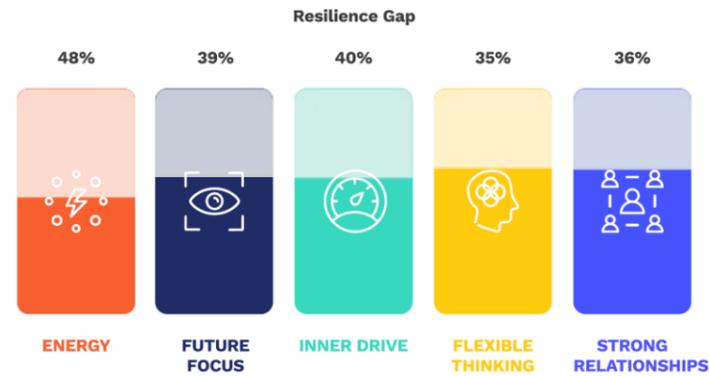
Timeline of Critical Activity (January to March)

- Health & Wellbeing webinar/support sessions scheduled/booked in until December 2023 with continual promotion. Health and Wellbeing Calendar Awareness Day/Month promoted each month via efocus.
- Continued pro-active approach to menopause and peri-menopause
- The Wellbeing Project is progressing, actions are being taken forward and monitoring is in place

Aug	Sept	Oct	Nov	Dec	Jan

Comments

- Informal roadshows at each campus will continue to run after each main holiday e.g. summer, Easter and Christmas as a reminder of what is available to support staff.

Highlights

- Additional funding received through Flexible Workforce Development Fund to re-run essential health and wellbeing sessions. Courses have been identified and booked. Promotion is underway.
- National Menopause Policy launched. More information sessions have been added and we are currently organising drop-in information sessions for those who can't make the main sessions so all staff get the opportunity to attend.
- The Wellbeing Project - a consultant has now been appointed through a successful procurement process to carry out Work Task Analysis (WTA) on three key roles – Lecturer, Curriculum Manager and Department Administrator to address too high work volume. WTA launched at the beginning of March 2023.
- The Wellbeing Project – LMT and Heads have been leading by example and attended a session on how to Lead for Resilience which included how to lead wellbeing conversations.
- The Wellbeing Project – all line managers are being encouraged to attend sessions on how to lead wellbeing conversations. Both sessions are almost full.
- The Wellbeing Project – plan still in place to rerun The Wellbeing Project Questionnaire. Likely to launch in September 2023.
- Discussions have now taken place with Carer Positive and we are almost at submission stage in the hope to gain Established Level.

- Feedback continues to be excellent from webinars/sessions run
- Morale Boosters offered throughout the year is proving more popular each time whilst increasing promotion and awareness opportunities.
- Introduced "SuperChamps" to our Mental Health Ambassadors which is a learning portal to access and build knowledge/skills. We are extending resources out to other groups of people e.g. Work Positive Advisors.
- Introduction of a new SharePoint page providing support and guidance on long term illness and disabilities.
- Mental Health First Aid has now been attended by Mental Health Ambassadors
- Targeted training being organised for academic departments to help them deal with students who suffer with mental health issues.

Health & Wellbeing Strategy 2022-23

Top Risks, Issues and Dependencies

- Budget
- Staffing resource
- Staff not taking advantage of health and wellbeing initiatives and last minute dropout rates.
- Males not engaging with initiatives as much as females

- Wellbeing survey highlights workload as key concern and this won't be a quick fix

Resilience Gap

ENERGY	FUTURE FOCUS	INNER DRIVE	FLEXIBLE THINKING	STRONG RELATIONSHIPS
48%	39%	40%	35%	36%

Wellbeing survey bar chart categories:
- Too high a work volume
- Excessive working hours
- Lack of work-life balance
- Lack of support / resources to do job
- Lack of of training to do job
- Lack of line manage support
- Feeling undervalued
- Too much organisational change
- Lack of strategic direction
- Lack of job security
- Negative physical work environment
- None of the above

Attendance Rate by Course - Jan to Mar 23
50% — Healthy Eating on a Budget Online - 10 Jan
83% — Scottish MH First Aid Face 2 Face - 17-18 Jan
83% — Menopause Awareness for Staff Face 2 Face - 6 Feb
100% — Menopause Awareness for Managers - Online - 7 Feb

Attendance by Sex (excludes LMT session) — M, F

Non Attendance by Course Delivery Type — Online, Face 2 Face

Course Attendance by Dept - Jan to Mar 2023
ES, CHT, HR, LQ, BC, BD, SS, IS, IT — No of Attendees, Non Attendance

UNCONTROLLED COPY

Recognising Success

Establishing a holistic approach to health & wellbeing

How we will recognise success:

• Running The Wellbeing Project Questionnaire again

• Health and Wellbeing Webinar/Session Evaluations

• Successful completion of work task analysis of key roles

• Work taking place to achieve Established level for Carer Positive

Evidence

The first Wellbeing Project Questionnaire provides us with a benchmark to compare against.

Continued positive feedback and a reduction in drop outs.

Work task analysis completed, analysed and changes implemented as a result. Evidence will come through The Wellbeing Project Questionnaire findings, reduction in work related stress issues/absences.

Application to Carer Positive and continued work with Carer Positive to enable FVC to achieve Established level Carer Positive status.

Health & Safety Dashboard – April 2023

Forth Valley College — Making Learning Work

Health & Safety Audit Action Tracker

		Oct 22	Nov	Dec	Jan 23	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Expected Completion
R1	All H&S Policies and procedures are to be reviewed and updated	●	●	○		○	○	○	○	○	○	○	○	○	
R2	Review process for identifying mandatory H&S training needs of staff with suitable suite of monitoring reports developed with LMT monitoring completion. H&S to be added to College risk register and review of current processes to ensure student H&S training is effectively monitored.	●	●	●		●	●	●	●	●	●	●	●	●	Nov 23
R3	A more joined up approach between HR and H&S is required to ensure that H&S training needs are identified and delivered in a cost effective manner.	●	●	●		●	●	●	●	●	●	●	●	●	Nov 23
R4	A process for reporting refresher training compliance from across the college should be developed.	●	●	●		●	●	●	●	●	●	●	●	●	Nov 23
R5	The HSE&W policy should be updated with details of mandatory & refresher training	●	●	●		●	○	○	○	○	○	○	○	○	
R6	ensure RA's are complete, reviewed & updated on-time	●	○	○		○	○	○	○	○	○	○	○	○	

Comments

R1 - Complete

R2 – Completed, The College has developed reports which summarise the completion of mandatory training at a high level, and by individual departments. Detailed reports identifying staff who haven't completed mandatory training, or where mandatory training has expired, are now routinely provided to managers.

R3 – In Progress (see below)

R4 – Completed, The College has developed reports which summarise the completion of mandatory training at a high level, and by individual departments. Detailed reports identifying staff who haven't completed mandatory training, or where mandatory training has expired, are now routinely provided to managers.

R5 – Complete

R6 – Complete for 2021/2022 (Annual cyclical review required/continually taking place)

* The College is currently implementing a new HR system, and as part of this implementation is exploring how best to develop tools which will allow managers to more effectively record training needs, and have more effective access to reporting skills gaps, and when skills are due to be refreshed. The College is also undertaking a full review of the current mandatory training courses, which will include reviewing the number of mandatory courses, the appropriateness of course content and course currency. Following completion of the review a concerted effort will be made to improve completion rates.
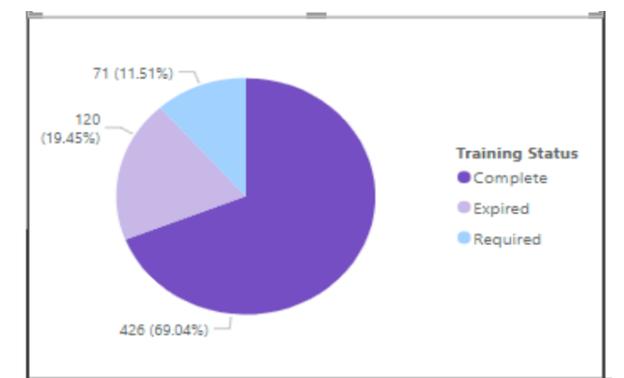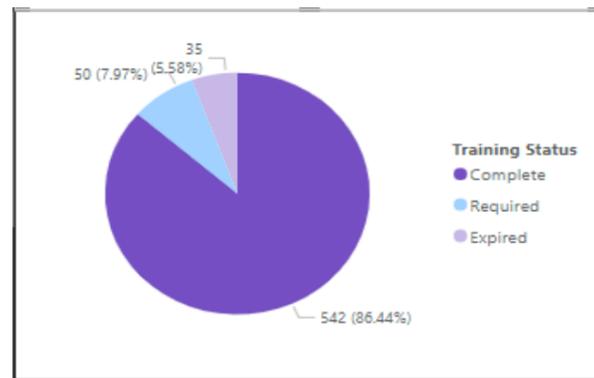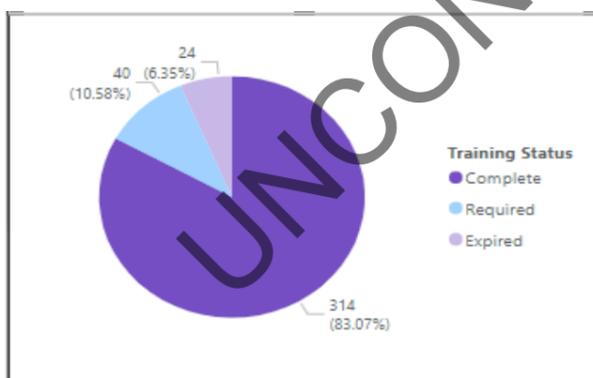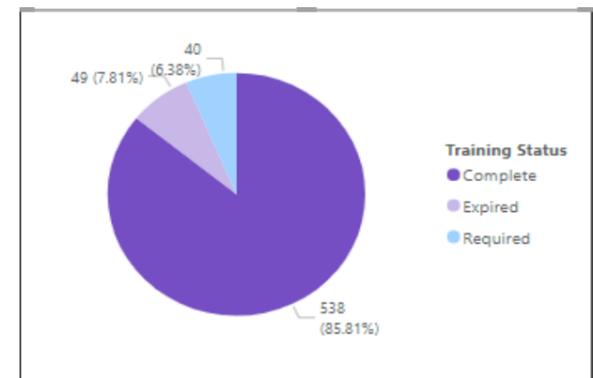
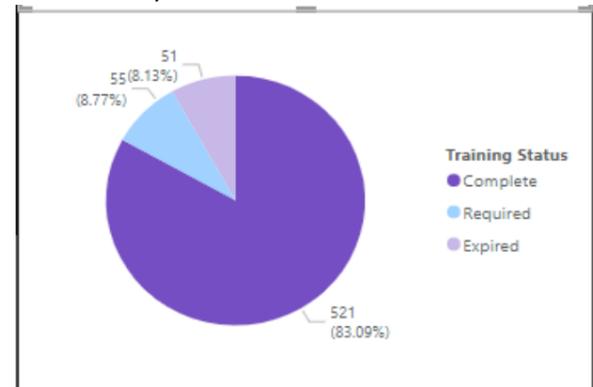## Mandatory Health and Safety Training (monitoring)

Fire Safety & Evacuation

40 (6.38%)
49 (7.81%)
538 (85.81%)

Training Status: Complete, Expired, Required

Health & Safety Staff Induction

24 (6.35%)
40 (10.58%)
314 (83.07%)

Training Status: Complete, Required, Expired

Safe Manual Handling

35 (5.58%)
50 (7.97%)
542 (86.44%)

Training Status: Complete, Required, Expired

VDU & Workstation Health & Safety

71 (11.51%)
120 (19.45%)
426 (69.04%)

Training Status: Complete, Expired, Required

Sustainability – Staff Induction

51 (8.13%)
55 (8.77%)
521 (83.09%)

Training Status: Complete, Required, Expired

- Information attached show all measured areas of mandatory training to be in line with last reported statistics (save for a 1-2% increase/decrease variance across measured areas).
- The new HR system will allow for automatic updates to be collated and sent to staff moving forwards (October 2023), this will help to ensure mandatory training is kept high on the training agenda and attended to.

Estates & Health & Safety Document Review

Annual Policy Statement Review **(next due 07/23)**	🟢	Complete
Annual Emergency Evacuation Statements Review **(next due 07/23)**	🟢	Complete
Annual Sustainability Statement Review **(next due 07/23)**	🟢	Complete
Departmental Risk Assessment Review	🟢	Complete
Departmental Safe Systems of Work Review	🟡	Target completion date 30/11/2023

Comments

• FVC H&S Committee and Operational teams consisting a membership of Senior Management (committee), Estates management, Health & Safety and cross college trade union H&S representatives continue to meet on a quarterly/monthly basis.

• H&S policy, including statement of intent, organisation and responsibilities, and safety arrangements, systems and procedures are discussed, monitored and updated as necessary through these teams. Likewise, operational H&S matters continue to be discussed in this forum and acted on as necessary.

• A main focus for H&S moving into 2023 will be ensuring Safe Systems of Work or Standard Operating Procedures are available, suitable and refreshed to sit alongside associated Risk Assessments. A SLWG comprising H&S management, Departmental Management & Staff & Union H&S Reps has been formed to carry out this remit within STEM and Construction. Feedback and lessons learned will inform a 'good practice' approach for assessing the remaining Departments.


Historic Annual Accident Stats

• On track to meet key performance Indicator for accident/Incident reporting of 100 for academic year 2022-2023.

Academic year 2021-2022 showed a total number of reported accident/incidents of 77 *(2020-2021, 45 accidents/incidents, 2019-2020, 105 accident/incidents reported)*.

The Association of Colleges (AoC) annual report for 2021-2022 for Accidents and Incidents within the FE sector shows a national Rate of 32 per 1,000 students and staff (total headcount for all FE colleges who took part in the National Benchmarking Exercise).

FVC compares very favourably with this rate with a figure of 4 per 1,000 students & staff Total head count (Average 625 staff and 18,782 enrolments for AY 2021/22).

Likewise FVC compares favourably with the near miss incident rate of 2 per 1,000 students & staff (total head count) reported by the AoC with FVC showing a rate of 0.62 per 1,000 staff & students total head count.

Forward Planning
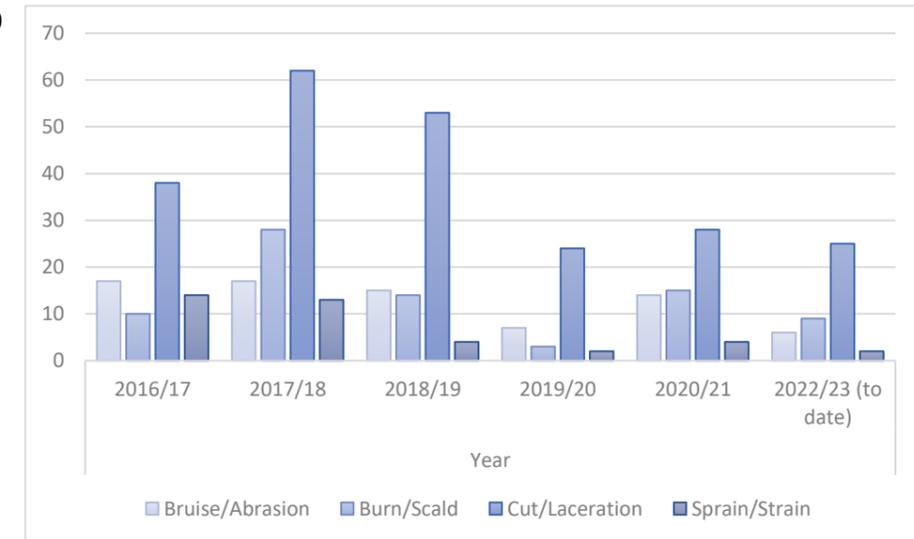
	Target Date	Comments
Establish Benchmarking	March 2023	Complete - Introduce benchmarking for accident / incident statistics to provide a reference point for reported figures against suitable national statistics (Association of Colleges, Annual benchmarking Report 2021-2022).
Continual review of H&S policy, arrangements & Organisational sections	Continual	Ongoing - Target a review of a policy section every two months to ensure continued relevancy
Audit departmental Safe Systems of Works	November 2023	Ongoing – SLWG formed to Audit departments to ensure Safe Systems of Work or Standard Operating Procedures are available, suitable and refreshed to sit alongside associated Risk Assessments

People Strategy 2022-25

Forth Valley College — Making Learning Work

Objectives against Target

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Comments
Establishing a holistic approach to health and wellbeing	●	●	○	○	Funding and plan in place, Survey Results utilised to determine approach
Supporting our people to be all they can be	●	●	○	○	People Strategy Sign off, Learning Needs Analysis enacted, College Induction review commenced
Celebrating the contribution of all, as one team	●	●	○	○	Team Day November/Listening to Employees Regular Meetings/Staff Surveys in place
Empowering and nurturing a progressive leadership culture	●	●	○	○	Culture Index Survey and Leadership training launch as catalyst to change

Timeline of Critical Activity (August to Jan)

	Aug	Sept	Oct	Nov	Dec	Jan	Comments
People Strategy Launch	●	●	●	●	●		LMT, HR Committee, Unions, Staff
Development and Implementation of Health and Wellbeing plan	●	●	●	●	●	●	
Team Day	●	●	●	●			Successful range of team building activities across the college
Budget Management	●	●	●	●	●	●	Ongoing scrutiny
Cultural Index Survey	●	●	●	🟠	●	●	Launch of findings, LMT working on plan, HR organising staff input
LMT Leadership skills training	●	●	●	●	●	●	

Highlights

- Funding for Health and Wellbeing coordinator extended to Dec 2023 to support launch of plan
- ALF bid successful, activities planned and secured for year ahead
- Culture Survey successful launch and promising findings
- LinkedIn Learning continues

- 13 staff commence TQFE
- Flexible Workforce Development Fund supports soft skills and wellbeing
- Attendance in comparison to sector positive
- Equal Pay Audit positive

Top Risks, Issues and Dependencies

- Budget
- Staffing resource

- Wellbeing survey highlights workload as key concern
- Action needed on Cultural Survey
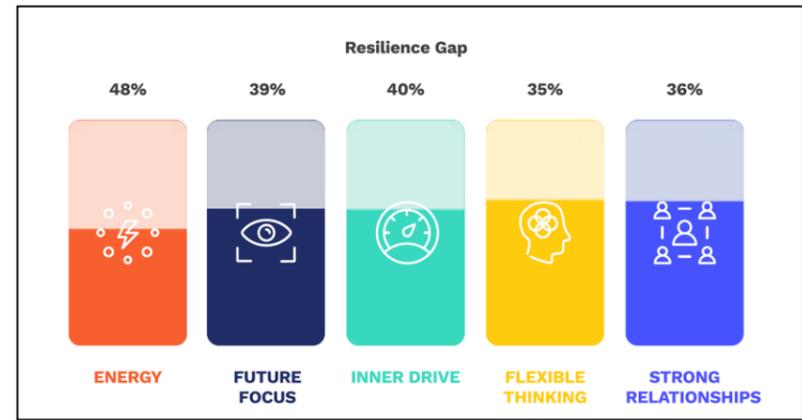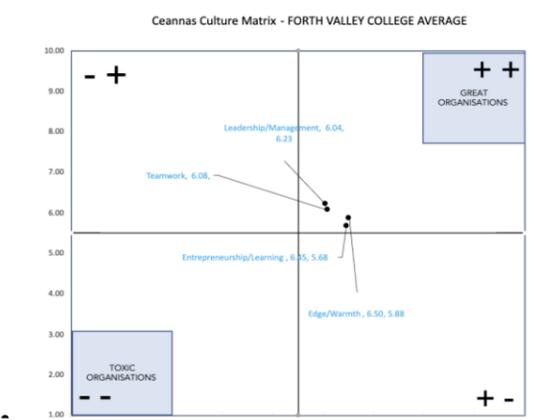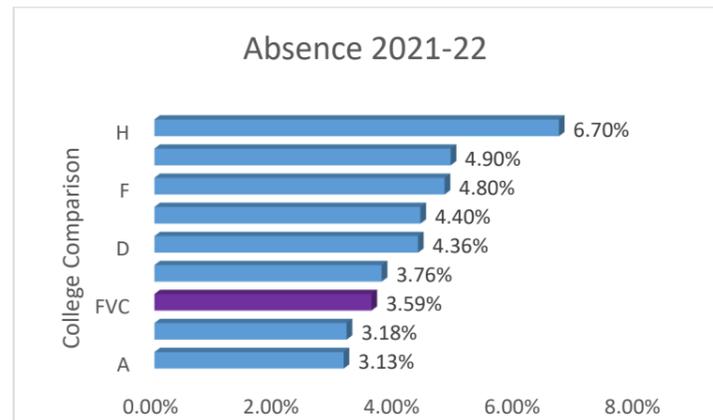
Absence 2021-22

College Comparison

H	6.70%
	4.90%
F	4.80%
	4.40%
D	4.36%
	3.76%
FVC	3.59%
	3.18%
A	3.13%

0.00% 2.00% 4.00% 6.00% 8.00%

Ceannas Culture Matrix - FORTH VALLEY COLLEGE AVERAGE

- +   ++ GREAT ORGANISATIONS

Leadership/Management, 6.04, 6.23
Teamwork, 6.08,
Entrepreneurship/Learning, 6.25, 5.88
Edge/Warmth, 6.50, 5.88

TOXIC ORGANISATIONS
- -   + -

Resilience Gap

ENERGY	FUTURE FOCUS	INNER DRIVE	FLEXIBLE THINKING	STRONG RELATIONSHIPS
48%	39%	40%	35%	36%

Recognising Success

Establishing a holistic approach to health & wellbeing

How we will recognise success:

• Demonstrate our commitment to healthy working lives through our activities and through relevant accreditation

• Application and success in wellbeing awards

• Favourable feedback gathered through the surveys and maintenance of the high standards resulting in low reportable health and safety incidents

• Attendance at work comparable positively with sector

• Evidence of consultation and support on key areas of change

• Continually review working patterns to support work-life balance and business need

• Invest in innovative mental health and wellbeing support for staff throughout the College

Evidence

Seeking next level in Carers Positive accreditation

Maintained Disability Confident status

Initial findings produced in which to benchmark progress. HR undertaking short life working groups with staff to gather information and gain input

Starting point positive with colleges returning figures

LNCC, Listening to Employees, input on new induction process and on survey findings.

Launch of new Hybrid Working Survey to influence decision making

Comprehensive offerings and information on SharePoint Clear training programme developed and published

Celebrating the contribution of all, as one team

How we will recognise success:

• The College will use equality and diversity reporting and statistical evidence to identify and indicate the extent to which the organisation attracts and employs staff reflecting the diversity of the local community

• Evidence of management and staff partnership working

• Evidence from equality impact assessments to action and align to inclusive practices

• Evidence of the staff experience from survey results and activities relating to decision making, communication, equality and team work

Evidence

EQIA's undertaken on key policies and change, Training given to unions and managers

Listening to Employees, LNCC, Induction SLWG. Cultural Survey SLWG

Training for managers and unions put in place. Updated form to meet most recent best practice

Staff team building day positive feedback, Listening to employees continues, SLWG's on Cultural Survey. Launch of Hybrid Working Staff Survey

Supporting our staff to be all they can be

How we will recognise success:

• The indicators for success are having staff with the required skills, performing highly in appropriate roles to realise the College's vision and aims – quantified through a monitoring and evaluation of the personal review and development process (PRD) and activities which are undertaken, together with engagement in reflective practice and objective setting

• Measurement and evaluation of CPD activity

• Quantify and analyse data and feedback from staff survey and staff groups on flexible work options

• Annual training needs analysis for all staff throughout the College linked to PRD

• Analysis of establishment and equalities data actioning change

• Recognising and celebrating our success through multiple mediums

Evidence

Revalidation through GTCs of our PRD process. Access to LinkedIn Learning promoted as well s utilisation of FWDF for key development needs

TNAs set, On budget, FWDF utilised

Survey results being analysed and working staff groups set up

On target

Independent Equal Pay Audit undertaken, Review of leavers informed, management training on EQIA completion and requirements

E-focus articles appearing weekly, utilising media and SharePoint

Empowering and nurturing a progressive leadership culture

How we will recognise success:

• New managers undertaking a bespoke induction process

• The availability and utilisation of management and leadership programmes

• Mentoring and coaching programmes developed for all managers

• Change management training embedded and linked to significant changes or challenges

Evidence

In planning stage, staff involvement with positive feedback on new proposals

Ceannas, CDN, CMI, Graduate Apprenticeships

Utilising bespoke coaching, and Leadership coaching, CDN provision of cost effective coaching programme for all. Collaboration with Fife College

Training programmes using flexible workforce development fund in progress

1. **Purpose**

    To advise members on the outcome of the Equal Pay Audit and of recommended actions

2. **Recommendation**

    That member's note the requirements and discuss the recommended actions.

3. **Background**

    FVC has a legal duty to comply with legislation set by the Equalities and Human Rights Commission (EHRC), namely Equality Act 2010, and the specific provision called 'equality of terms' in relation to equal pay. In addition, the College has further responsibilities under 'the public sector equality duty: specific duties for Scotland' Regulations.

    The Equality Act 2010 (Specific Duties) (Scotland) Regulations states that a 'listed authority' must publish pay gap information. The pay gap information is the percentage difference between men's average hourly pay (excluding overtime) and women's average hourly pay (excluding overtime). This is produced as one set of comparative figures for the whole workforce. All staff, including part-time and temporary employees are included. All salaries are presented as annual pay to a full-time equivalent value. This is important in as much as for comparison purposes, all part-time staff must have their pay raised to full-time equivalent values.

    The audit is required every two years with the last audit conducted in 2020 and published in 2021. Enclosed is a copy of the 2022 Equal Pay audit (appendix 1) which is conducted by a recognised external independent company that specialise in Equal Pay and Job Evaluation, Zellis.

4. **Key Considerations**

    Overall the college is shown as robust with variations within gender primarily relating to occupational segregation, length of service and time in post. The figures are not simple to compare for example there is one role (facilities assistant) which attracts a shift allowance skewing figures, and there is a high proportion of males in lecturing compared to all other roles.

    Key points included for consideration include:

    1. The workforce is roughly 60% female and 40% male. This has been a constant over a number of years and is related to societal role gender divide. Recruitment panels have a gender balance to breakdown barriers and criteria is linked to role specific requirements and never personality or team fit. We continue to monitor applications versus appointments from an equalities perspective.

2. The grading structure for lecturers as well as placement on that structure is based on national bargaining rules. Senior management grading structure was updated following the 2020 equal pay audit. Support staff grading is due to be overhauled with national bargaining. This is essential for the future and will, national rules allowing, support equal pay objectives through reduced spinal points, defined grade pay span ranges and no overlapping grades.

3. There are two points where the salary levels of one grade overlap with the grade above. This occurs between Grade 5 and 6; and between Grade 8 and 9. Previously we have sought to remove the overlap but with national bargaining decisions in progress and the length of time the current scales have been in place plus the evidence from the report, the risk is minimal. However it is recommended that should there be any further delay in national Job Evaluation the college corrects this unilaterally.

4. The gender pay gap has reduced over the past three equal pay audits. It is recognised in the report that the average length of service, time in post and the number of increment points within the grade impact on the figures. The greater the number of scale points before the maximum is achieved - the greater the risk of pay disparity. It is recommended that when undertaking a review of new grading structures following national bargaining agreements, the grade span is reduced to 3 (or 4 max) levels to minimise the impact of service length on earnings (where this decision is within the control of the College). This will reduce any differential between male/female and ethnic minorities where females and ethnic minorities currently, in general, have lower service lengths. Maintaining a span as opposed to one spinal point will continue to encourage commitment and motivation whilst having one spinal point is clearer, fairer, and simpler to operate and to cost. Single spine points should not be discounted as this is the fairest method of all and is worth further consideration.

5. The majority of employees start at the published grade minimum starting point, but it is more likely that females start at the minimum point. Recruiting managers are made aware of the need to consider equal pay in appointing staff. However, due to role gender divide and staff shortages, certain male dominated skill sets have required managers to offer a higher starting point or not fill roles. Managers are required to justify these decisions.

6. The overall disability pay gap is 4.27% which is within acceptable range. Whilst the percentage of disclosure of a disability is relatively high at around 14% of the workforce it is noted that there is less disclosure at higher grades. More is needed to encourage disclosure and this is being undertaken as part of our ongoing Health and Wellbeing support.

7. The Ethnicity Pay Gap is 0% based on mean total earnings. There are no concerns here however considerations such as reducing the span of grades will ensure equality of pay is maintained and monitoring continued.

5. Resource Implications (Financial, People, Estates and Communications)

There are no immediate changes needed thus no resource implications. Should grade 5 and 6; and Grade 8 and 9 be realigned to remove overlap, by undertaking this in August when

incremental rises are due, this would have no costs and only impact when new starts are placed on the scale which can be budgeted for.

6. **Equalities**

   Assessment in Place? – No The equal pay report in itself focuses on the points of an EQIA and recommendations for this report are designed to improve equality goal achievement.

   The overall report has few recommendations and none that point towards practices within FVC however this does not mean we will not be challenged. FVC will continue to promote the principles of equality in all recruitment practices and in the structure of its pay systems. Whilst national bargaining will take this out of college control to a degree we must still monitor local impact of these decisions on our workforce.

7. **Communities and Partners**

   This report shows the college is an equal pay employer and this is essential for college reputation and image.

8. **Risk and Impact**

   Please complete the risk table below. Risk is scored against Likelihood x Impact, with each category scored from Very Low through to Very High. Risks should be robustly scored and, if the combined score (Likelihood x Impact) is higher than the Board Risk appetite for the risk category identified, additional justification must be provided on why this risk is necessary.

   If the paper is an approval, please reflect on whether the approval will have any direct or indirect impact for any other areas of operational activity internally or externally within the College – Yes/No

	Likelihood	Impact
Very High (5)		
High (4)		4
Medium (3)		
Low (2)	2	
Very Low (1)		

   Total Risk Score – 8

   The College has a Strategic Risk appetite for categories of risk as defined by the Board of Management. Decisions being taken at LMT/SMT/Board level must have cognisance of this. Please indicate the <u>single most relevant</u> risk category in the table below.

BoM Risk Categories & Risk Appetite (Select one area only)					
Cautious <15		**Open 15> <20**		**Eager >20**	
Governance		Strategy		People	
Legal	x	Financial		Project/Programme	
Property		Reputational			
		Technology			

Is the score above the Board Risk Appetite level? No

Risk Owner – Alison Stewart

Action Owner – Ralph Burns

Paper Author – Ralph Burns

SMT Owner – Alison Stewart

1. **Purpose**

   To update members on the current staffing establishment.

2. **Recommendation**

   That member's note the changes to the current status of the staffing establishment.

3. **Background**

   Staffing establishment review is an aspect of ensuring resource maximisation and control. This paper provides a view of the staffing at the College and is designed to be informative, highlighting key points of interest.

   The staffing establishment is the capacity and distribution of resource in manpower. The staffing establishment is monitored on an on-going basis however monthly reports are produced to review the organisation's overall resource. By monitoring the staffing establishment, we can ensure that the college resources are cost effective and efficient in their deployment. This cannot be looked at in isolation and other factors require consideration such as our equality duty, development needs and initiatives, and changing expectations. These can influence the establishment priorities along with day-to-day events including new appointments, secondments, and leavers, such as retirements or resignations as well as a variation in FTE as a result of a flexible working request or a contractual increase/decrease in hours. In addition key points of interest relating to the staffing establishment are highlighted for information.

4. **Key Considerations**

   In the last year there were a number of fixed term contracts created where permanent roles would have been recruited. This was due to the knowledge of a potential consultation, which took place at the end of the last academic year. This has continued this year and along with VS leavers this has significantly increased staff turnover figures. This needs careful monitoring as high turnover impacts on quality of service delivery. The reduction in FTE is directly related to that restructure. Otherwise there is stability in the establishment.

   There is also a significant rise in declared disability. This is due to an update exercise undertaken in October which is a promising sign that our recruitment practices and culture supports those with disabilities.

   Appendix 1 shows the establishment as at the 6 month stage of the academic year, ending January 2023. Included is a statistical overview, establishment trend and absence statistics.

5. **Resource Implications (Financial, People, Estates and Communications)**

There are implications for HR and finance budgets associated with staffing expenditure.

6. **Equalities**

Assessment in Place? –No This report outlines current staffing establishment levels. It does not propose any changes which might have an equalities impact

7. **Communities and Partners**
N/A

8. **Risk and Impact**

Please complete the risk table below. Risk is scored against Likelihood x Impact, with each category scored from Very Low through to Very High. Risks should be robustly scored and, if the combined score (Likelihood x Impact) is higher than the Board Risk appetite for the risk category identified, additional justification must be provided on why this risk is necessary.

If the paper is an approval, please reflect on whether the approval will have any direct or indirect impact for any other areas of operational activity internally or externally within the College – Yes/No -N/A

	Likelihood	Impact
Very High (5)		
High (4)		
Medium (3)		
Low (2)	2	2
Very Low (1)		

Total Risk Score – 4

The College has a Strategic Risk appetite for categories of risk as defined by the Board of Management. Decisions being taken at LMT/SMT/Board level must have cognisance of this. Please indicate the single most relevant risk category in the table below.

BoM Risk Categories & Risk Appetite (Select one area only)					
Cautious <15		**Open 15> <20**		**Eager >20**	
Governance		Strategy		People	x
Legal		Financial		Project/Programme	
Property		Reputational			
		Technology			

Risk Owner – LMT   **Action Owner –** Ralph Burns
Paper Author – Ralph Burns   **SMT Owner –** Alison Stewart

Appendix 1: Staffing Establishment Data

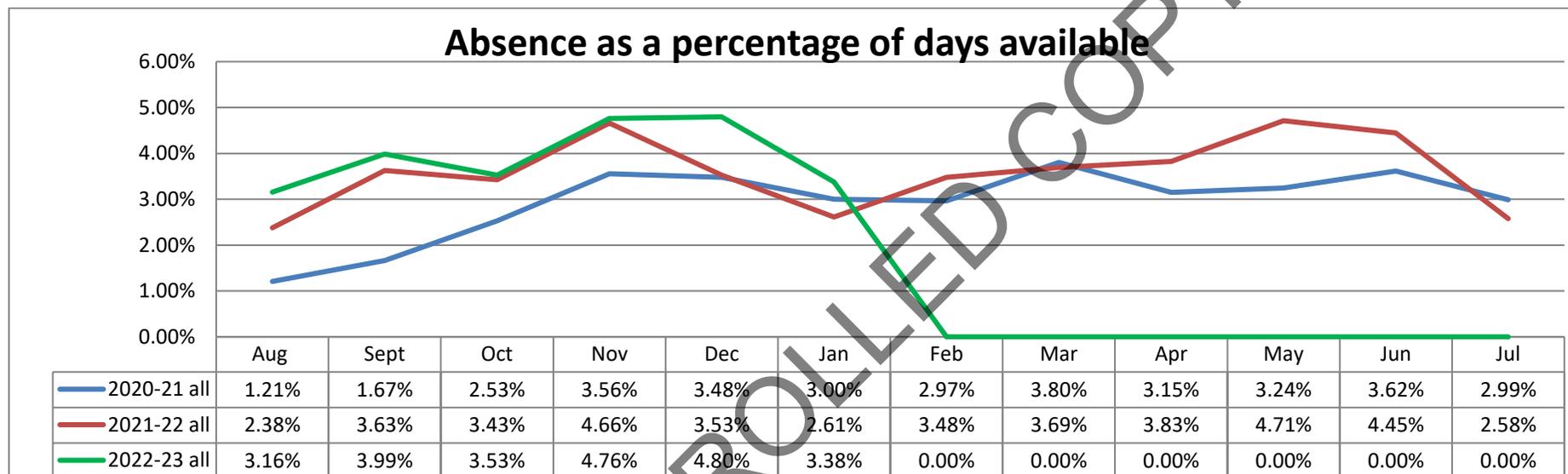| HR MANAGEMENT INFORMATION		Q2 2022-23	Q2 2021-22
COLLEGE HEADCOUNT		628	659
COLLEGE FTE		534.5	556.7
% OF FTE BY CONTRACT TYPE	PERM	89.46%	90.73%
	TEMP	10.54%	9.27%
% OF FTE BY GENDER	MALE	42.15%	41.28%
	FEMALE	55.35%	55.72%
	PREFER NOT TO SAY	2.50%	2.99%
% OF STAFF	FULL TIME	63.06%	62.67%
	PART TIME	36.94%	37.33%
% OF FTE BY DECLARED DISABILITY	YES	19.09%	14.31%
	NO	76.47%	82.75%
	PREFER NOT TO SAY	4.43%	3.09%
% OF FTE BY AGE BAND	16-24	2.68%	2.69%
	25-34	10.10%	10.17%
	35-44	26.73%	24.02%
	45-54	29.59%	30.04%
	55-64	26.90%	28.88%
	65+	4.01%	4.21%
EMPLOYEE TURNOVER*		23.10%	11.85%
EMPLOYEE RETENTION**		82.70%	91.26%
NEW STARTS (IN QUARTER)		17	37
LEAVERS (IN QUARTER)		26	14
% DAYS LOST DUE TO SICKNESS (IN QUARTER)		4.31%	3.61%
APPROX COST ***		£211,286	£183,571

*Total number of leavers over rolling year / Average number employed over same period x 100

**Number of staff with service of one year or more / Total number of staff in post one year ago x 100 (updated calculation method)

*** Average Daily Rate of Pay x Total Days Lost over the Quarter

Teaching Department FTE

2020-21   2021-22   2022-23

Support Department FTE

2020-21   2021-22   2022-23
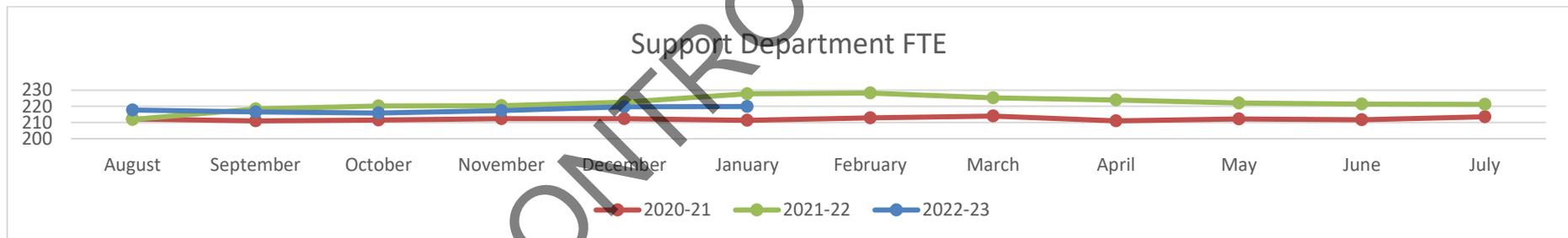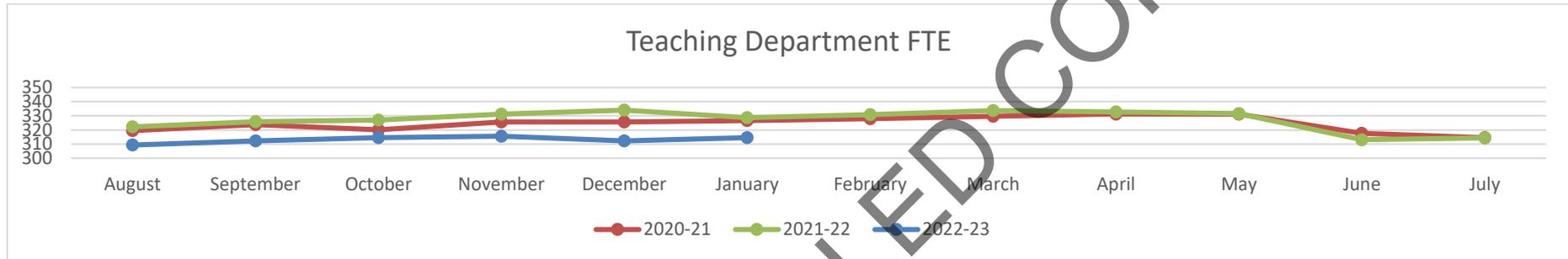
Figures show the reduction resulting from the restructure of 2021-22 with reductions in both support and academic staff figures.

Absence as a percentage of days available

	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
2020-21 all	1.21%	1.67%	2.53%	3.56%	3.48%	3.00%	2.97%	3.80%	3.15%	3.24%	3.62%	2.99%
2021-22 all	2.38%	3.63%	3.43%	4.66%	3.53%	2.61%	3.48%	3.69%	3.83%	4.71%	4.45%	2.58%
2022-23 all	3.16%	3.99%	3.53%	4.76%	4.80%	3.38%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Absence figures indicate the percentage of total days lost based on FTE for the first 6 months of the academic year 22-23. The increase if figures show a return to pre-pandemic levels with a sharp increase in short term absence. Short term absence pre-Covid (2018-19) was at 1.59% and is currently 1.58% for this year. Long term absence is carefully supported by line managers and HR Business Managers. Overall our figures are comparable with the sector which varies from 3% to 5% on average.