



HR COMMITTEE MEETING

Meeting of 31 January 2024

HUMAN RESOURCES COMMITTEE

NOTICE

There will be a meeting of the Human Resources Committee of North East Scotland College on Wednesday 31 January 2024 at 1000 hours through the use of Microsoft Teams.

AGENDA

Agenda Item		Paper
16-23	Apologies for Absence	
17-23	Declaration of any Potential Conflicts of Interest in relation to any Agenda Items	
18-23	Minute of Previous Meeting – September 2023	x
19-23	Matters Arising from the Previous Meeting	x
	Matter for Decision	
20-23	Equal Pay Policy and Statement Annual Review	x
	Matters for Discussion	
21-23	People Services Enhancement Plan update including VLE	x
22-23	People Services Equalities Action Plan update	x
23-23	Learning & development introduction - presentation (including libraries) - Jill Leishman to join	
	Matters for Information	
24-23	National Collective Bargaining (verbal update)	
25-23	Voluntary Severance Scheme (verbal update)	
26-23	Any Other Business	
27-23	Summation of Action and Date of Next Meeting	
	The Committee will next meet on Wednesday 22 nd May at 1pm via Microsoft Teams.	

Denotes Reserved Items of Business

HUMAN RESOURCES COMMITTEE

MINUTE OF MEETING

Minute of the meeting of NESCol's Human Resources Committee held on Wednesday 27 September 2023 at 10:00am via Microsoft Teams.

Agenda Item	<p>Present: Leona McDermid – Chair Susan Elston Neil Cowie Jim Gifford Carrie Beaton Cindy Dempster</p> <p>Guest Attendee: Iain Henderson, Learning Technologies Manager</p> <p>In attendance: Kimra Donnelly, Director of People Services Susan Lawrance, Secretary to the Board Karen Fraser, Minute Secretary</p>
01-23	<p>Apologies for Absence Apologies were received in advance from D Cockburn and N McLennan.</p>
02-23	<p>Declaration of any Potential Conflicts of Interest in relation to any Agenda Items There were no declarations of potential conflict put forward.</p>
03-23	<p>Minute of Previous Meeting – May 2023 The Minute was approved as a true and accurate record, proposed by L McDermid and seconded by J Gifford and N Cowie.</p> <p>It was confirmed, by K Donnelly, that work relating to Power Bi best practice information gathering is ongoing.</p> <p>It was recommended that AI is raised as a risk within the Strategic Risk Register.</p>
04-23	<p>Matters Arising from the Previous Meeting Members noted that all matters arising had been addressed, with AI training for HR Committee and Regional Board members to be delivered at a planned Development Day in January 2024.</p>
	Matter for Decision
05-23	<p>Committee Terms of Reference Members reviewed the revised Terms of Reference as presented and agreed to adopt these for AY2023/24. Committee approved the Terms of Reference.</p>
06-23	Committee Programme of Business AY2023/24

	Members noted the inclusion of a third meeting determined by Report generation sequencing within the Committee's Programme of Business. Members agreed the content as proposed, with the proviso that flexibility in terms of meeting scheduling and meeting agendas is allowed for. Committee approved the Programme of Business
	Matters for Discussion
07-23	<p>People Services management information (annual report)</p> <p>Members were asked to consider the provided management information and to note the outlined achievements of the People Services' Team during AY2022-23.</p> <p>Discussion concentrated on two of the three areas identified for further investigation with Members acknowledging the ongoing reporting improvements. Reasons for absence, leavers' destination information and the incorporating of wellbeing into everyday practice were discussed. The impact of VS Leavers and ASOS on an already lean workforce was recognised, noting the continuing support offered to all staff. It was noted that a specific working group looking at recruitment has been established. In response to a query raised regarding national benchmarking K Donnelly to investigate benchmarking data collection through HR Directors Group.</p> <p>Action: K Donnelly to provide an update on increased turnover and increased absence for next Meeting.</p> <p>Action: K Donnelly to investigate benchmarking data collection through HR Directors Group.</p> <p>L McDermid emphasised the volume of work undertaken and commended the team(s) involved.</p>
08-23	<p>People Services Enhancement Plans</p> <p>Members were asked to consider and discuss the final update to the AY2022-23 Enhancement Plan and the Enhancement Plan put forward for AY2023-24. The key aspects of both were highlighted, with contentment expressed to close off the Plan for AY2022-23.</p> <p>Recognising the AY2023-24 Plan as being a live document for the People Services' Team, the 8 identified priority areas were examined. The benefits of using a third-party survey generator and staff self-development were discussed to enhance the Employee Voice Group.</p> <p>Staff engagement with CPD training and the iCon-2 review mechanism was discussed with N Cowie assuring Committee the Leadership Team continue to look at ways to enable staff to find time to self-develop, including the next proposed development da when staff are encouraged to engage with industry.</p> <p>Members agreed the content of the ambition Plan, and asked that key areas be identified, noting the VLE project remains paramount,</p>
09-23	<p>People Services Equalities Action Plan</p> <p>Members were asked to discuss the shared report, outlining the updates on the People Services' Equality, Diversity and Inclusion Priority Actions for AY2022-23 and AY2023-24.</p> <p>Clarifying that the Plan is aligned to NESCol's equalities outcomes and emphasising that its' ethos is embedded in People Services' everyday endeavours, its' high ambition was noted. S Elston praised the commitment of</p>

	<p>and the work undertaken by members of the Equalities and Wellbeing Committee. Additional offers of help and support were proffered by the HR Committee and by the SA.</p> <p>Members noted the content and progress made.</p>
	Matters for Information
10-23	Industrial Action (verbal update)
11-23	National Collective Bargaining (verbal update)
	<p>Guest attendee I Henderson joined the meeting</p> <p>S Elston left the meeting</p>
12-23	<p>Learning & technologies presentation (VLE) (I Henderson)</p> <p>Following his introduction to the Committee, I Henderson shared a PowerPoint presentation and invited feedback. In response to a query raised, the logistics of the transition to the new VLE provider were clarified.</p> <p>Members were asked to note the small-scale Learning Technologies Team and gratitude for their undertaking was expressed.</p> <p>Enthusiasm for an update on progress at the planned Development Day in January 2024 was conveyed.</p> <p>Action: VLE Update to be considered for inclusion at Planned Development Day.</p>
	Guest attendee I Henderson left the meeting
13-23	<p>Committee Evaluation Feedback</p> <p>Members were invited to discuss the feedback submitted anonymously via an online questionnaire. The positivity of the responses received was acknowledged</p>

	and appreciation of and thanks for the previous Chairs' undertakings was affirmed.
14-23	Any Other Business No other business was raised.
15-23	Summation of Action and Date of Next Meeting S Lawrance provided a summary of the identified actions. The next Meeting date was confirmed as Wednesday 31 January 2024 at 10:00am.

ACTIONS FROM HR COMMITTEE			
Agenda Item	Action	Owner	Deadline
07-23	Management information (including areas of concern) to be updated for next Meeting.	K Donnelly	30.01.24
07-23	Investigate national benchmarking to ensure NESCol remains on trend with others.	K Donnelly	30.01.24

HUMAN RESOURCES COMMITTEE

An update on matters arising from the meeting of the Human Resources Committee held on 27 September 2023

Agenda Item	
07-23	<p>Action: Management Information (including areas of concern) to be updated for next meeting.</p>
	<p>Update:</p> <p>Increase in Turnover It was highlighted at the previous HR Committee that there was a disproportionate number of leavers that had 1 to 5 years' service with the College. Of the 26 leavers 17 stated that they were changing jobs and /or careers. The remaining 9 were a mixture of ill health retirements, voluntary severance, end of fixed term contracts, and 3 left due to employee relation issues. On further investigation there does not appear to be any trends that would cause concern, as leavers came from different areas of the College and not any single team. 17 of the 26 were support staff but, 4 of these were fixed term contracts held by the Student Association Executive. Of the 17 that left to change career, 5 stated they were leaving for better pay and/or career prospects.</p> <p>Increase in Stress Related Absences 23 employees reported absent for Anxiety/stress/depression/other psychiatric illness, however, only 11 of these were long term (more than 4 weeks). The reason the number of days lost to Anxiety/stress/depression/other psychiatric illness, may be high, is due to these absences being very long term in some cases (for more than 6 months).</p> <p>Of the 11, 7 successfully returned to work after their period of absence, the remaining 4 left on Ill Health Retirement, dismissal, voluntary severance, and 1 resigned.</p> <p>Of the 11, 6 "work related stress" as their main cause of absence and the remaining included mental health issues, depression or personal issues.</p> <p>All employees who were off sick with Anxiety/stress/depression/other psychiatric illness received at least 1 OH referral and if they returned to work, were given a phased return. They were all made aware of the Employee Assistance Programme during their absence. In some instances, if appropriate, flexible working arrangements were discussed and put in place to enable employees to return to work. Other supportive measures included, mediation, temporary reduction in workload demands, changes in location or line manager.</p> <p>None of the staff absent for Anxiety/stress/depression/other psychiatric illness in 2022, have been off long term since their return to work.</p>
	<p>Status: Complete – see above update.</p>
07-23	<p>Action: Investigate national benchmarking to ensure NESCol remains on trend with others.</p>
	<p>Update:</p>

	<p>The HR Strategic Group and College Employers Scotland are exploring the following sector wide benchmarking key employment data that could be published annually:</p> <ul style="list-style-type: none"> • Sickness - percentage of long term and short term sickness and percentage of the number of days lost per employee. • Turnover – all plus voluntary (resignations, retirements) and managed turnover detailed separately where colleges record it. • TQFE - percentage of employees with TQFE . <p>This is at an early stage but something most Colleges are interested in. The challenge will be to agree how the employment data is calculated as every College will do it slightly differently.</p>
	<p>Status Complete – see above update</p>

HUMAN RESOURCES COMMITTEE	
Meeting of January 31 2024	
Title: Equal Pay Statement & Policy	
Author: Kimra Donnelly, Director of People Services	Contributor(s): Elaine Reid, Senior HR Business Partner
Type of Agenda Item: For Decision <input checked="" type="checkbox"/> For Discussion <input type="checkbox"/> For Information <input type="checkbox"/> Reserved Item of Business <input type="checkbox"/>	
Purpose: To enable the HR Committee to review and approve the Equal Pay Statement & Policy.	
Linked to Strategic Theme: 2. Empowering People	
Linked to Strategic Risk(s) 2.1	
Executive Summary: <p>The College's Equal Pay Statement & Policy (Appendix 1) states that North East Scotland College is committed to the principle of equal pay for work of equal value for all its employees. The College believes that staff should receive equal pay for work that is rated as the same, similar, equivalent or of equal value regardless of: age; disability; ethnicity/race; gender reassignment; marital/civil partnership status; pregnancy; religion or belief (including no religion or belief); sex (gender); sexual orientation.</p> <p>No changes have been made to the College's Equal Pay Statement & Policy since it was last approved by the HR Committee in May 2023.</p>	
Recommendation: It is recommended that the Committee review and approve the Equal Pay Statement & Policy	
Previous Committee Recommendation/Approval (if applicable): The Equal Pay Statement & Policy was reviewed and approved by the HR Committee in May 2023. The Equal Pay Policy & Statement is to be reviewed annually by the HR Committee.	

Equality Impact Assessment:

Positive Impact ☒

Negative Impact ☐

No Impact ☐

Evidence: This Equal Pay Statement and Policy commits the College to equal pay practices.



EQUAL PAY STATEMENT & POLICY

Version Date: January 2024

Review Date: January 2025

Introduction

North East Scotland College (the "College") is committed to the principle of equal pay for doing 'equal work' (work that equal pay law classes as the same, similar, equivalent or of equal value) for all its employees.

This policy does not form part of any employee's contract of employment and the College may amend it at any time.

Equal Pay Statement

North East Scotland College is committed to the principle of equal pay for work of equal value for all its employees. The College believes that staff should receive equal pay for work that is rated as the same, similar, equivalent or of equal value regardless of: age; disability; ethnicity/race; gender reassignment; marital/civil partnership status; pregnancy; religion or belief (including no religion or belief); sex (gender); sexual orientation.

Legislative Framework and Definitions

The law relating to equal pay is governed by the Equality Act 2010.

For Support Staff, the College has implemented a transparent pay and grading system and uses the FEDRA job evaluation system (specifically designed for the FE and HE sectors) to ensure that our grading and pay outcomes are equitable and free from bias:

- "Work rated as equivalent" is defined as work which has achieved the same/or similar number of points under the College job evaluation scheme.
- "Work of equivalent value" is defined as work which is not similar but is broadly of equal value under headings such as skills and decision-making when compared using an agreed job evaluation scheme.

Lecturing Staff pay and grades are determined by National Bargaining.

Objectives and Values

To ensure a fair system of pay, the College works in partnership with recognised staff representatives and consults with the Local Joint Negotiating Committees. In addition, the College has signed the National Recognition and Procedures Agreement and as such will abide by the outcome of National Collective Bargaining.

The College's objectives relating to equal pay are to:

- Eliminate any unfair, unjust or unlawful practices that impact on pay
- Operate fair and just remuneration practices for staff, across all protected characteristics
- Take appropriate remedial action should the need arise
- Review other College policies to ensure consistency with equal pay principles

To achieve these objectives the College will:

- Determine staff salaries through agreed national mechanisms
- Determine pay through National Bargaining
- Work in consultation with the Local Joint Negotiating Committee
- Provide training and guidance for staff involved in determining pay
- Inform staff of how these practices work and how their own pay is determined
- Respond to grievances on equal pay
- Monitor pay statistics and gather other relevant information to assess the impact of this Policy
- Ensure that any differential in pay is due to a "material factor" such as, skills and qualifications, and levels of responsibility
- Publish information on the gender pay gap in the College and on occupational segregation (in relation to gender, disability and race/ethnicity)

Complaints

The College commits to responding promptly to any grievances or complaints on Equal Pay.

Responsibilities

The College's Senior Management and Board have a responsibility to promote an ethos and culture that reflects the commitments in this statement and policy.

Monitoring and Review

This Equal Pay Statement and Policy will be reviewed and monitored by the Director of People Services to ensure that it remains effective.

Status:		Summary of changes
Approved by:	Executive Team January 2021 HR Committee April 2021	
Date of version:	January 2024	
Date of Consultation:	February 2021 (EIS & UNISON)	
Responsibility for Policy:	Director of People Services	
Responsibility for Review:	Director of People Services	
Review date:	January 2025	
DPIA date:	May 2022	
EIA date:	May 2022	

DATA PROTECTION IMPACT ASSESSMENT (DPIA)

1. Does the activity that this policy or procedure relates to use personal data in any way? (Use may refer to collecting and gathering; storing electronically; storing by paper; sharing with other parties (internal or external to college); use of images as well as written information; retaining and archiving; or erasing, deleting and destroying)	Yes
2. Does the activity that this policy or procedure relates to use special category personal data in any way? (Special category data is data about: race; ethnic origin; politics; religion; trade union membership; genetics; biometrics (where used for ID purposes); health; sex life; or sexual orientation)	No
3. Does the activity that this policy or procedure relates to involve the use of social media or a third-party system?	Yes

If the answer is 'yes' to one or more of the above questions, the Data Protection Officer must be consulted.

Date of DPO consultation:	03/05/2022
Description of outcome and actions required (if any): <ul style="list-style-type: none"> • Activity of Job Evaluation to be added to the People Services Register of Processing Activity (RoPA) • DPIA to be concluded for HR system 	
DPIA screening/full DPIA required:	No –see above

EQUALITY IMPACT ASSESSEMENT (EIA)

Part 1. Background Information

Title of Policy:	Equal Pay Policy
Person Responsible:	Director of People Services
Date of Assessment:	May 2022
What are the aims of the Policy?	Please refer to the introduction, equal pay statement and objectives detailed in the Equal Pay Policy
Who will this Policy impact upon?	This policy will impact on all staff, in that it aims to eliminate bias from the pay that staff receive

Part 2. Public Sector Equality Duty Comparison

(Consider the proposed action against each element of the PSED and describe potential impact, which may be positive, neutral or negative. Provide details of evidence.)

Need	Impact	Evidence
Eliminating unlawful discrimination, harassment and victimisation	<ul style="list-style-type: none"> This Policy applies to all staff, in that it aims to eliminate bias from pay and promote equality of opportunity between all staff. The policy applies to staff who may be on maternity/paternity/shared parental leave or on sick leave. There is no age limit that applies to this policy All information is on the Intranet – arrangements need to be in place for staff unable to use these mediums –e.g. visually impaired. 	Consulted with LJNC.
Advancing Equality of Opportunity	<ul style="list-style-type: none"> This Policy applies to all staff, in that it aims to eliminate bias from pay and promote equality of 	Consulted with LJNC.

EQUAL PAY STATEMENT & POLICY

	<p>opportunity between all staff.</p> <ul style="list-style-type: none"> The policy applies to staff who may be on maternity/paternity/shared parental leave or on sick leave. There is no age limit that applies to this policy 	
Promoting good relations	<ul style="list-style-type: none"> This Policy applies to all staff in that it aims to eliminate bias from pay and promote equality. This allows for all employees to gain equal pay for their work which promotes a respectful relationship between the college and its employees. 	Consulted with LJNC.

Part 3. Action & Outcome (Following initial assessment, describe any action that will be taken to address impact detected)

People Services will monitor both the data and process to ensure compliance with this policy.

Assistance will be given by People Services and Management for any reasonable adjustments which may be required in applying this Policy

With regards to equal pay, some consideration may need to be given to comparators for non-binary staff or to staff who consider themselves not to have a gender. Further data will need to be analysed to determine whether this may be an issue.

Sign-off *	
Name:	Elaine Reid
Position:	Senior HR Business Partner
Date of original EIA:	June 2016
Date EIA last reviewed:	May 2022

**Please note that an electronic sign-off is sufficient*

HUMAN RESOURCES COMMITTEE Meeting of 31 January 2024	
Title: People Services AY 2023-24 Enhancement Plan Update	
Author: Kimra Donnelly, Director of People Services	Contributor(s): People Services
Type of Agenda Item: For Decision <input type="checkbox"/> For Discussion <input checked="" type="checkbox"/> For Information <input checked="" type="checkbox"/> Reserved Item of Business <input type="checkbox"/>	
Purpose: To enable the Committee to consider the update on the People Services Enhancement Plan for AY2023-24.	
Linked to Strategic Theme: 1. Being Agile and Responsive	
Linked to Strategic Risk(s): 1.2, 2.1, 2.2	
Executive Summary: Appendix 1 provides a progress update on the 8 strategic areas identified in the People Services Enhancement Plan AY2023-24 that are detailed below. <ul style="list-style-type: none"> • Implementation of Virtual Learning Environment (VLE) • Wellbeing • People Services Equalities Action Plan • Creation and development of a Learning & Development Strategy • Launch new Employee Voice Group • Introduce a programme of internal CPD for all staff delivered by peers, partners and Learning & Development, including Management Training for new and emerging managers • Further develop a data driven library service • Structure Review of the Learning Development, Learning Technology and Library Teams. <p>During the next few months People Services will review the progress on this academic year's Enhancement Plan and provide a further update at the HR Committee in May 2024.</p>	

Recommendation: It is recommended that the Committee consider the information provided in this report.

Previous Committee Recommendation/Approval: People Services AY2023-24 Enhancement Plan was approved by the HR Committee on 27 September 2023.

Equality Impact Assessment:

Positive Impact ☐

Negative Impact ☐

No Impact ☒

Evidence:

This report is for information only.



Support Area Enhancement Plan Template AY 2023-24

Department/Team: People Services

Support Area AY 2023-24

SECTION 1 - ENHANCEMENT PLAN

In identifying the actions, it is important to **ensure that they address a specific area for improvement and are designed to positively impact on service delivery**. The actions should be SMART - specific, measurable, achievable, realistic and time bound – and should seek to address any areas for improvement identified in commentaries

Please reference each Developmental Driver using the following coding:

Area for Improvement (from the self-evaluation) – Reference back to OurEvaluation (e.g. AI - 2)

Strategic Objective - Reference number from the [Strategic Plan](#) (e.g. SO1.1)

Supporting Strategy - Reference relevant [Supporting Strategies](#)

Reference to [Education Scotland Quality Framework](#) *How Good Is Our College?* (e.g. HGIOC 2.4)

Reference risk from [Strategic Risk Register](#) (e.g. R2.1)

Reference the [Equality Outcomes](#) and/or Equality Enhancement Plan (EO)

You can add further areas for development as they arise; this enhancement plan should be continuously reviewed and augmented as required throughout the academic session. You are required however to formally evaluate progress and update the plan in **February** and final review between **July** and **September**. You should give a brief update of progress and evaluate your progress using the RAG status. The Director of Quality will review all updated enhancement plans as part of the college-wide quality assurance activity.

RAG Guidance

Green - colour the box green if the impact has been achieved or you are on target to achieve the desired impact.

Amber - colour the box amber if there is a chance you will not achieve the desired impact by June.

Red - colour the box red if you feel there is a significant likelihood of not achieving the desired impact by June.

Enhancement Plan Requirements

You **must** include at least one action for each of the **Equalities, Sustainability and Students' Association Partnership Agreement** themes in your enhancement plan and clearly link to areas for development within your enhancement plan and recorded on OurEvaluation.

Support Area AY 2023-24

No.	Area for Development (Development Driver)	Impact (The intended difference to be made)	Action/s to be taken (Describe each activity you will undertake to have the desired impact)	By When & by Whom	Development Driver Code (e.g. AI1, E2, R1, HGIOC 2.4)
1	Implementation of Virtual Learning Environment (VLE)	The VLE procurement process has now been completed with Brightspace being awarded the contract. We will start the implementation process in September 2023 with the system being in full use by the institution by August 2024 at the end of the Blackboard contract.	1. Block 1 23/24 will be the main implementation phase as well as the migration of content from 22/23. 2. Block 2 onwards will be staff training as well as an early adopters phase with some curriculum areas. 3. The content from 23/24 will begin to be migrated from May/June 2024.	Learning Technologies Team Curriculum staff AY 2023-24	SO 1, 1.1 SO 2, 2.6 SO3, 3.8 SO 4
<p>February Update:</p> <p>The training of the staff, who will be part of the Early Adopters Phase (Feb 24 onwards), has been completed. One group of staff attended the live sessions with a Brightspace trainer and another group have access to the recorded sessions. In total, 30 staff completed this training and will be using Brightspace with their students in Block 2 23/24.</p> <p>During the Winter Staff Development Day in January 2024, staff attended a webinar delivered by a Brightspace trainer to give an overview of the new VLE. This was followed by Amy Wilson, from the Learning Technologies Team, taking staff through the training options that will be available from February onwards. She also gave opportunity for staff to ask questions. The rest of the day allowed staff to start using the online Brightspace Premium Guided training materials purchased by the College.</p> <p>The integrations of various external systems into Brightspace is nearly complete and the team have been working with the Brightspace implementation team to resolve some issues that have been encountered.</p> <p>The migration of content from Blackboard into Brightspace is continuing and David Haggath has been working with Brightspace support to improve the import mechanism and resolve some issues that have been uncovered during test imports/conversions.</p>					

Support Area AY 2023-24

<p>The close-down of Blackboard during the summer break is being planned. This will include taking archives of courses so that their data is preserved for the future. Third-party, as well as in-house solutions are being investigated to find the most cost-effective solution.</p> <p>We are also looking into what data can be brought out of Brightspace to create PowerBI dashboards and we will continue working with the Business Systems and the Director of Student Access & Information.</p>					
July/August/September (end of year) Update:					
2	Wellbeing	<p>To support the College in being an organisation that delivers on the aim of improving social sustainability by taking staff and student's wellbeing seriously.</p> <p>Further progressing wellbeing as a substantive part of a manager's role as opposed to a reactive response.</p>	<ol style="list-style-type: none"> 1. Launch and implement the revised Staff & Student Wellbeing Strategy and Staff Wellbeing Framework. 2. Enable managers to incorporate staff wellbeing into their teams' day to day working environment. 3. Work in conjunction with the Students' Association and the Wellbeing Matters Group to ensure coordinated and resources are best used for wellbeing support for both staff and students. 	<p>People Services Teams</p> <p>AY 2023-24</p>	<p>SO 2, 5.8</p> <p>R 2.1</p> <p>Wellbeing Strategy</p>
<p>February Update:</p> <p>People Services have completed their part of the Staff & Student Wellbeing Strategy. The Principal is writing an introduction to Staff Wellbeing Framework (which has been drafted), and the Framework will then be finalised. Once the strategy and framework have been launched, there will be training for managers on the newly-developed Staff Wellbeing & Disability Agreement. The Staff Wellbeing & Disability Agreement will then be launched to all staff.</p> <p>The Wellbeing Matters Group has been subsumed into the Equalities & Wellbeing Committee, which has representatives from People Services and the Students' Association, to facilitate staff/student co-ordination. There is also a Wellbeing Sub-Group.</p> <p>People Services worked with Students' Association for a co-ordinated approach for the Christmas Sparkle event.</p>					

Support Area AY 2023-24

July/August/September (end of year) Update:					
3	Continue to progress the People Services Equalities Action Plan with particular reference to a review of the Recruitment & Selection process.	Ensuring People Services support and enable the College to embed equalities and demonstrate best practice.	1. To take forward findings and recommendations from recent equalities reports and the equalities survey. Particularly focusing on the College's recruitment practices.	People Services Teams AY 2023-24	SO 2 EO 1, 2, 3, 4 R 2.1, 2.3 People Services Strategy
February Update: Recruitment: Recruitment Working Group has drafted guidance to help make the recruitment & interview process more transparent. Once finalised, this will be made available to applicants on our website/ MyJobScotland. A checklist of reasonable adjustments has been drafted, to make it easier for job applicants to identify any reasonable adjustments/support they may require during the recruitment/interview process. People Services Team has attended training on using the SCQF qualifications framework in job adverts, to become more inclusive. Gender Pay Gap: A staff survey on the underlying reasons for the College's gender pay gap has been completed and is being used as the basis for focus groups, planned for end January/February.					
July/August/September (end of year) Update:					
4	Development and creation of a Learning & Development Strategy.	After a period of change, Learning & Development will have a clear	1. Review and update existing Staff Development policies and procedures.	Learning & Development Team – AY 2023-24	SO2, 2.2, SO2, 2.4, SO 2, 2.5,

Support Area AY 2023-24

		<p>focus which is transparent and fair.</p> <p>This will lead to changes in pathways for curriculum staff, external course booking form, probation and iCon to allow more joined up thinking and clarity for all staff.</p>	<p>2. Review and update External Course Booking Form.</p> <p>3. Review and update Existing Probation Policy and Procedure.</p> <p>4. Initial changes to iCon leading to potentially more substantial changes in coming years.</p>		People Services Strategy
<p>February Update:</p> <p>The Learning & Development Strategy / Policy is drafted and is currently being reviewed by the Learning and Information Manager. External course booking form and guidance is ready to be launched at the start of Block 2. ICon changed have been requested and progress update will be requested from IT. Review of Staff Development policy will be complete by Block 2 in line with new Course Booking Form. Review of Probation will take place in line with new Induction in August 24.</p>					
<p>July/August/September (end of year) Update:</p>					
5	Launch new Employee Voice Group.	<p>Colleagues have an opportunity to shape engagement with the wider college community.</p> <p>Wider colleagues have an opportunity to communicate their views and ideas on a range of topics such as wellbeing, communication, learning and development etc.</p>	<p>1. Working with colleagues from curriculum and support, create new framework around Employee Engagement.</p> <p>2. Survey to gauge where we are now around wellbeing.</p>	<p>L&D Team</p> <p>Employee Voice Group</p> <p>First Meeting, August 2023.</p>	<p>SO 2, 2.1, SO 2, 2.2, SO 2, 2.3, SO 2, 2.4, SO 2, 2.5</p> <p>People Services Strategy</p>

Support Area AY 2023-24

		This has the potential to lead to new innovation and will improve communication.			
February Update: Employee Voice working group was launched in November 23. The group collaborated on the questions for the Employee Engagement Questionnaire, which was open for responses in December 23. 212 responses were submitted, and these are now being analysed and evaluated, January 24. A report will go to Leadership Team and the Employee Voice Group will work on actions. A more detailed report will be provided to the HR Committee in May 2024.					
July/August/September (end of year) Update:					
6	Introduce a programme of internal CPD for all staff delivered by peers, partners and Learning & Development, including Management Training for new and emerging managers.	<p>Colleagues from curriculum, support and leadership have the opportunity to take part in short, impactful learning experiences delivered internally.</p> <p>Colleagues have the opportunity to deliver these learning experiences as CPD opportunities for themselves.</p> <p>Colleagues have opportunity to engage in Management Training to futureproof our succession planning.</p> <p>36 hours CPD is easier to achieve for all staff.</p>	<p>1. A monthly session will be arranged, most likely either at lunchtime or 4pm.</p> <p>2. Working in partnership with AVPs and HoS develop management programme that can be contextualised to sector.</p>	<p>L&D Team</p> <p>Wider college colleagues</p> <p>AVPs, and HoS</p> <p>September 2023 onwards</p>	<p>SO2, 2.2, SO 2, 2.4,</p> <p>People Services Strategy</p>

Support Area AY 2023-24

February Update: <p>NESCol Minibites was launched in October 23 with 5 sessions being offered in Block 1. A more substantial offering is coming in Block 2. Wellbeing Training for managers took place in September, October and November 23, with excellent feedback. Additional sessions for managers and wider staff will be available on sleep, imposter syndrome and inner voice. Psychological Safety and Leadership Behaviours workshops for the Leadership Team is scheduled for Spring 24. HR Business Partners are delivering sessions via the CM Forum in Jan 24 and May 24 in partnership with Assistant Vice Principals. Additional offers to come in Block 2 include a forum for Support Managers to Meet and the introduction of Teach Meets for lecturers.</p>					
July/August/September (end of year) Update:					
7	Further develop a data driven library service.	Due to only now being able to reflect on a normal, post-COVID academic year it is imperative that the Librarians work to develop a data-driven library service to inform decision making to ensure best use of resources.	<ol style="list-style-type: none"> 1. To collate, analyse and evaluate statistics and data related to the library service; from online resources, events, circulation data, social media, journals etc. 2. Working as reflective practitioners to report back on this data using Our Evaluation. 3. Using this data for decision making. 	Information Services Librarians AY 2023-24	SO 4, 4.3, SO 4, 4.6, SO 4, 4.7, SO 4, 4.8
February Update: <p>Meeting with National Library Scotland on their Data Driven Library Project, November 23. However, due to the staffing issues in the library, this project has been somewhat limited due to all three librarians having to work on the library desk. Vacancies close end of January, therefore hopefully this will get up and running by March 24. Work started does include analysing use of high price renewals on price per use and price per individual user, contact with departments and promotion of resources and analysis of door count and occupancy of campus libraries.</p>					
July/August/September (end of year) Update:					

Support Area AY 2023-24

8	Structure Review of the Learning Development, Learning Technology and Library Teams	A full review of the merger of Libraries and Learning Development will be undertaken in summer of 2024. In addition to this the review will include the Learning Technology team and parts of the Quality team (the delivering mandatory training) to ensure that staff development is delivered in the most effective and efficient way.	1. A full service structure review is to be undertaken with proposals presented to Executive Team.	Director of People Services June 2024	S0 1, 5 People Services Strategy
February Update: An initial planning meeting has taken place with the intention for the structure review to start in February 2024.					
July/August/September (end of year) Update:					

HUMAN RESOURCES COMMITTEE	
Meeting of 31 January 2024	
Title: People Services Equality, Diversity & Inclusion – Priority Actions 2022-2024	
Author: Elaine Reid, Senior HR Business Partner	Contributor(s): Kimra Donnelly, Director of People Services
Type of Agenda Item: For Decision <input type="checkbox"/> For Discussion <input type="checkbox"/> For Information <input checked="" type="checkbox"/> Reserved Item of Business <input type="checkbox"/>	
Purpose: To provide the HR Committee with an update on People Services Equality, Diversity & Inclusion – Priority Actions 2022/23 and 2023/24.	
Linked to Strategic Theme: 2. Empowering People	
Linked to Strategic Risk(s): 2.1	
Executive Summary: <p>Appendix 1, People Service Equality, Diversity & Inclusion – Priority Actions 2022-23 and 2023-24 outlines the actions that People Services have taken during AY 2022-23 and AY 2023-24 to address identified equalities "hotspots". This aims to eliminate discrimination, advance equality opportunities for staff and foster good relations.</p> <p>There continues to be a focus on the Colleges recruitment procedures during this academic year, progressing the actions identified through various reports and activities.</p> <p>Since last reporting to the HR Committee in September 2023 the Recruitment Working Group continues to make applying to and working for the College as accessible and attractive as possible for all potential candidates, including those with protected characteristics. Guidance for employees and managers on reporting harassment/discrimination, the recruitment & interview process and the benefits of occupational health have been drafted.</p>	
Recommendation: It is recommended that the Committee note the content and progress of the People Services Equality Action Plan.	

Previous Committee Recommendation/Approval (if applicable): It was agreed at the HR Committee in May 2021 that the People Service Equality, Diversity & Inclusion – Priority Actions would be added as a standing item to the HR Committee agenda.

Equality Impact Assessment:

Positive Impact ☐

Negative Impact ☐

No Impact ☒

Evidence: This report is for information purposes only.

People Services Equality, Diversity & Inclusion – Action Plan AY 2022/23 & 2023/24

The College continues to seek to ensure that as an organisation it creates a more equal, diverse and inclusive learning and working environment for students and staff alike. The College's approach is to:

- Ensure equality and diversity is embedded in all areas of College activity
- Use data gathered to eliminate unlawful discrimination and promote equality
- Ensure all College staff undertake mandatory equality & diversity training to raise awareness of the need to promote equality within their work areas

A key priority for People Services is to deliver on the actions identified in its various reports, including gender pay gap, occupational segregation, staff equality data, learning & development reports as well as the Staff Equality, Diversity & Inclusion survey.

This documents outlines the actions that People Services will be taking to address identified matters and to eliminate discrimination, advance equality opportunities for staff and foster good relations.

The main areas that People Services will be focussing on in 2022/23 and 2023/24 are:

Area	Action required	Timescale	Notes	Completed/Outcomes/Status
Recruitment Processes:	<p>Examine BAME applications/shortlisting/interview panels for all posts where there were BAME applicants in 2020 to identify if/where there are any issues</p> <p>Examine the policy regarding shortlisting/interview panels</p>	AY 2023-24	<p>Following a meeting with GREC, this action has been changed to: Elaine/Katrina to analyse feedback from the recruitment process to determine why BAME candidates were unsuccessful and compare this</p>	

			with feedback from successful candidates to identify any bias in the recruitment process	
	<p>Improve recruitment processes for staff, in particular with regards to the protected characteristics of: disability; race/ethnicity; religion/belief; sexual orientation.</p> <p>Provide wider information about what the College has to offer and what we are looking for people to bring to the role</p>	AY 2022-23 and AY 23-24	<p>Disability Mentoring Scheme/Disability in the Workplace Conference are informing the way forward.</p> <p>Further details are in the HR Shared area in the Disability Mentoring Scheme folder, at: ..\Disability Mentoring Scheme\Outcomes and Strategy\Disability mentoring scheme - outcomes and strategy - final.docx</p>	<p>Recruitment Working Group following up via its Action Plan</p> <p>Recruitment Working Group - Katrina Coull has adapted the text used for VP-Finance Recruitment and drafted a section re College benefits, which is now available on MyJobScotland (April 2023).</p> <p>Katrina Coull is now liaising with Marketing for a more professional-looking version (March 2024)</p>
	<p>Make the recruitment & interview process more transparent</p> <ul style="list-style-type: none"> - Particularly for neurodivergent people, let them know what to expect throughout the process 	AY 2023-24	Disability Mentoring Scheme/Disability in the Workplace Conference are informing the way forward.	<p>Part of Recruitment Working Group Action Plan:</p> <p>Develop – in clear language – outline of the recruitment & interview process</p>

	<p>Avoid ambiguous language – be clear – this is particularly important for neurodivergent people (Staff Equality Profile 2021; Disability Mentoring Scheme/Disability in the Workplace Conference)</p>		<p>Further details are in the HR Shared area in the Disability Mentoring Scheme folder, at: ..\Disability Mentoring Scheme\Outcomes and Strategy\Disability mentoring scheme - outcomes and strategy - final.docx</p>	<p>Recruitment & Interview process guidance has been drafted (December 2023)</p>
	<p>Improve recruitment adverts: Provide adverts in accessible formats, including braille, audio, BSL (with correct captions), bigger fonts (Disability Mentoring Scheme)</p>	<p>AY 2022-23 and 23-24</p>	<p>Disability Mentoring Scheme/Disability in the Workplace Conference are informing the way forward</p> <p>Further details are in the HR Shared area in the Disability Mentoring Scheme folder, at: ..\Disability Mentoring Scheme\Outcomes and Strategy\Disability</p>	<p>Recruitment Working Group - Iain Henderson has provided training to People Services Assistants – March 2023. Adverts now made available in different formats, as far as possible on MyJobScotland</p> <p>Recruitment Working Group - Katrina Coull now looking at making link to adverts with audio & subtitles on our website (this is not possible on MyJobScotland). Also exploring Medial.</p>

			mentoring scheme - outcomes and strategy - final.docx	
	<p>Improve adverts:</p> <p>Look at actions outlined from Disability Mentoring Scheme:</p> <p>Use inclusive language</p> <p>Use plain English</p> <p>Explain what the role involves</p>	<p>December 2023</p> <p>May 2024</p> <p>December 2023</p>	<p>Explore PSAs sitting down with line managers when writing job adverts</p> <p>Mini-Bites Workshops on how to write adverts</p> <p>SCQF training for People Services</p>	<p>Jill Leishman discussed with Maureen McLean and Alison Kerr – November 2023</p> <p>SCQF training for People Services completed December 2023</p>
	<p>Look at using SCQF levels</p>			
	<p>Add in expanded statement to all adverts:</p> <p>The College is an inclusive employer that takes equality and diversity seriously. We have an Equalities Committee and a Respect group to drive forward our agenda and embed equality, diversity, inclusion and sustainability in our day-to-day business.</p> <p>The College is a disability confident employer. We offer a variety of working</p>	<p>AY22-23</p>	<p>Further details are in the HR Shared area in the Disability Mentoring Scheme folder, at: ..\Disability Mentoring Scheme\Outcomes and Strategy\Disability mentoring scheme -</p>	<p>The following wording was added to all recruitment adverts effective from 10/4/23:</p> <p><i>"NESCol is a disability confident employer. We offer a variety of working options in line with business requirements and place great importance on staff wellbeing. We welcome and encourage applicants from diverse backgrounds."</i></p>

	<p>options, including part-time, flexible and hybrid working. The College also places great importance on staff wellbeing. We welcome and encourage applicants from diverse backgrounds.</p> <p>(Staff Equality Profile 2021 and 2022; Disability Mentoring Scheme)</p>		outcomes and strategy - final.docx	Recruitment Working Group was set up (January 2023) to improve inclusivity in the recruitment process.
	<p>Improve the variety of places in which vacancies are advertised eg. GREC, disability organisation websites. Assess the costs in advertising more widely.</p> <p>(Staff Equality Profile 2021)</p>	AY 2022-23 & AY23-24		<p>GREC contacted 19/4/2023. Meeting took place on 23/5/2023</p> <p>MyJobScotland (for Nescol adverts) is accessible via GREC website</p>
	<p>Improve the interview process Ensure requested reasonable adjustments for interviews are put in place.</p> <p>Pull together details of the types of adjustments that could be made and suggest these to the candidates being invited to interview.</p> <p>Consider giving all interview candidates, the interview questions before the interview (eg</p>	Summer 2024	<p>Disability Mentoring Scheme/Disability in the Workplace Conference are informing the way forward</p> <p>Further details are in the HR Shared area in the</p>	<p>Recruitment Working Group/PSAs working on this</p> <p>Checklist for reasonable adjustments has been drafted (December 2023) – so that these can be given proactively to candidates</p>

	<p>30 minutes) to accommodate those with disabilities, in particular neurodiverse conditions</p> <p>Consider the impact of Assessment Centres and All-day interview/testing format as these can disadvantage certain groups of people (Disability Mentoring Scheme/Disability in Workplace conference)</p>		<p>Disability Mentoring Scheme folder, at: ..\Disability Mentoring Scheme\Outcomes and Strategy\Disability mentoring scheme - outcomes and strategy - final.docx</p>	
	<p>Improve on-boarding/retention:</p> <ul style="list-style-type: none"> - Develop a pack – in accessible formats - about what a lecturing role really involves - Cover what’s involved with TQFE/Assessor/Verifier awards etc - Cover what support is available to new staff - Speak with staff who joined Nescol over the past couple of years and get their input on what could be improved - Create induction “handbook” section on COLIN, to curate/consolidate all key documents in one place (Oct 2024) - 	<p>AY23/24 and AY24/25</p>		<p>Elaine Reid/Lynn Laing/Jill Leishman met 21/4/2023.</p> <p>Jill Leishman taking this forward with Lorna Doyle/Lynn Laing, including: Developing a handbook with key information; having videos etc available (linking in with Iain Henderson) – 23/24</p> <p>Jill Leishman/Lorna Doyle (24 April 2024) have contacted staff on Curriculum & Quality essentials teams for volunteers to get ideas on what to include.</p> <p>Jill will create GTCS FAQ video for staff. 23/24</p>

				<p>Learning Pathways for lecturing staff have been created and will be launched in session 23/24.</p> <p>Zellis on-boarding module to be launched in 24/25.</p>
	Implement recruitment & selection training for managers (Staff Equality profile 2021)	AY 23/24	Planned for May 2024	
	Examine why the College continues to recruit and employ more females than males	AY 2023-24		
	<p>Work with external race equality organisations to encourage a more diverse workforce and to foster better relations with regards to race equality between the College and the wider community in order to position the College as a BAME employer of choice</p> <p>Contact GREC to discuss how best to achieve this</p>	AY 2022-23 & 2023-24		<p>GREC contacted 19/4/2023 – Teams meeting took place on 23/5/2023</p> <p>Elaine Reid and Katrina Coull have joined EDI Public Sector Network</p> <p>Elaine Reid joined meeting on 14/6/23: -Looking at how we can work collectively -Share resources -Joint Teams resource set up</p> <p>Elaine/Katrina to attend next meeting in January 2024</p>

	<p>Examine how the College could use the Scottish Government's minority ethnic recruitment toolkit, available online at: https://www.gov.scot/publications/minority-ethnic-recruitment-toolkit/</p> <p>Review Government document with the People Services Team and identify any further actions that need to be taken</p>	AY 2023-24	<p>Paper drafted: ..\Ministerial Response - Ethnicity\Minority Ethnic Toolkit - Nescol Actions.docx</p>	
Identify why there are so few – and in particular, women – from BAME backgrounds at College & address any issues	Use outcomes from the Staff Equality, Diversity & Inclusion Survey in the first instance to determine potential actions	AY 2023-24	<p>Staff ED&I Survey completed August 2022 – actions identified in the report and in the HR Shared Area: ..\Equality & Diversity Survey and Focus Groups\Staff ED & I Survey\Survey analysis & report\Report\Staff ED&I Survey - Report.docx</p> <p>Survey & outcomes referred to the Equalities Committee in AY22/23 and full report also published on COLin</p>	

<p>Conduct focus groups to understand why there is a predominance of women in lower graded support posts and part-time posts</p> <ul style="list-style-type: none"> • To help address any underlying causes that contribute to occupational segregation and the gender pay gap • To understand if there are any issues around progression • To explore issues around flexible working, in particular in light of COVID 	<p>Using outcomes from staff ED&I survey, formulate questions to be used as basis for focus groups</p>	<p>AY 2023/24</p>	<p>Initial survey regarding underlying causes of the gender pay gap sent out to all staff 22/6/23, with closing date of 7/7/23. Survey has been analysed – November 2023 - and the information will be used to inform the questions to be used for focus groups in December 2023 and January 2024</p>	
<p>Encourage a greater understanding of hidden impairments and disabilities</p>	<p>Library & Information team and Learning Technologies Team exploring how to push out information on disabilities to staff</p>	<p>AY23/24</p>	<p>Informed by: Disability Mentoring Scheme at: ..\Disability Mentoring Scheme\Outcomes and Strategy\Disability mentoring scheme - outcomes and strategy - final.docx</p>	

			Christine Strachan/Amy Wilson/Elaine Reid met November 2023 to identify way forward. Looking to test out the best ways of doing this (March 2024)	
Address Equal Opportunities protected characteristics non-declaration rates	<p>In 2022, the non-declaration rates for a number of protected rose (when compared with 2021)</p> <p>This should be addressed by People Services sending out regular reminders to staff that they should update their protected characteristics information – and the reasons why this is important</p>	Ongoing		Further reminder sent out to all staff 10/1/2024
Use iCon2 system to identify training/barriers to training		AY 2023-24		
Carry out equalities training for People Services staff	Ensure the whole People Services Team is aware of the importance and impact of equality-related matters	AY 2022-23		Training took place on 2/6/23
Implement staff and manager training on what is unacceptable/how to challenge unacceptable behaviours on the basis of a protected characteristic		AY 2023-24		

(ED&I survey)				
Implement training & provide guidance for all staff about how to handle/report harassment/discrimination and how to access support in relation to violence/abuse and harassment/discrimination (ED&I survey; National Equality Outcomes)		AY 2023-24		Guidance for staff drafted December 2023
Make more information available to staff about the support that is available from Occupational Health and about reasonable adjustments Consider introducing “workplace passports” for reasonable adjustments (ED&I survey)		AY 2023-24		Guidance for staff on Occupational Health drafted December 2023 Staff Wellbeing & Disability Agreement (workplace passport) has been finalised and approved by Leadership Team, after review by Equalities Committee. Looking at implementing training for managers and staff before launching in early 2024
Create a more inclusive environment With regards to disability, embed actions automatically, so	All videos to have captioning, plus BSL Live captioning for meetings/events/virtual events – Introduce hearing loops	AY 2023-24	Disability Mentoring Scheme/Disability in the Workplace Conference are informing the way forward.	

<p>that staff do not have to keep on asking for things.</p> <p>(ED&I survey; Disability Mentoring Scheme/Disability in Workplace Conference)</p>	<p>Link in with what College is already doing for students re Deaf/deaf – and see how this could apply to staff</p> <p>Consider adapting mandatory online training to accommodate those with disabilities</p> <p>Consider the impact of office lighting/noise – neurodivergent people can be particularly sensitive to these</p>	<p>Further details are in the HR Shared area in the Disability Mentoring Scheme folder, at:</p> <p>..\Disability Mentoring Scheme\Outcomes and Strategy\Disability mentoring scheme - outcomes and strategy - final.docx</p>	
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