

HUMAN RESOURCES

Item 6.1 Resources and General Purposes Committee – November 2017

NCL Organisational Development Update

Team Changes

In relation to our organisational development activity, there have been two changes of which the committee should be aware. Our HR Operations Manager has left us for other employment and a member of staff who was redeployed from the prisons contract to support equality and diversity activity, with a particular focus on learner participation and engagement has retired. Neither post has yet been replaced, with the responsibilities being fulfilled by the relevant managers and teams on an interim basis.

Investors in Young People - Update

The Assistant Principal: Organisational Development and the Head of Marketing and Communications recently attended a one day workshop on the IYP framework. As highlighted at the last meeting, this offers a structure for considering how the college recruits, retains and develops young people. While aimed at staff recruitment, it is clear from the workshop that there is opportunity to gain recognition for some of the work already undertaken with students and, in relation to recruitment in particular, there is scope to consider how we can 'tap into' the student body as a source of potential applicants for some roles in a structured way. There is also a role for the Students' Association in taking IYP accreditation forward and they will be a key stakeholder in the development of our strategy and action plan to achieve accreditation.

Investors in People – Annual Review

From our reaccreditation in February 2016, we have now moved to an annual cycle of IIP review. This means that a smaller review is undertaken on an annual basis and, over a three year cycle, evidence is collected to ensure that we continue to meet the standard for accreditation. This also has the benefit of spreading the cost of review and enables us to track progress on a more regular basis.

The second annual review in this cycle will take place in week commencing 19 February 2018 and a planning meeting with our assessor will take place in early January. The assessor may wish to speak to a board member and I will confirm this if such a request is made.

National Bargaining Update

There has been no real movement on terms and conditions at national level since the last meeting of the Resources and General Purposes Committee. Discussions have been progressing locally with the EIS regarding job matching of existing promoted posts, but this has not been concluded at time of writing due to a formal request by the trade union for an extension of two weeks to the process to permit appropriate discussion with members who may be affected.

Colleges have also been asked to provide further benchmarking data on salary costs and other pay and allowance elements as a precursor for work required for job evaluation. At the time of writing, this is being competed for New College Lanarkshire and we have agreed a submission date of 17 November with Colleges Scotland.

HUMAN RESOURCES

The next meeting of the Employers' Association is on 11 December 2017 and coincides with the meeting of the Lanarkshire Board.

Tribunal Claim – Overtime and Annual Leave

For several years, a number of claims have been lodged with the Employment Tribunal regarding whether overtime, commission and other such payments should be included in holiday pay. The majority of these cases were 'sisted' pending appeal decisions in several test cases. However, the judgements from these test cases have now been issued.

The College is subject to two claims – one lodged by Unison and one lodged by Unite – both of which date from 2015. Both have been lodged on behalf of a small number of claimants and we are in discussion with our employment advisers regarding how we move forward now that the Tribunals have advised that the sist will soon be lifted. A further update will be provided to the Committee for its next meeting. It is likely that any process for considering remaining claims may be staggered over a considerable period of time, as 21,000 such claims have been lodged in Scotland.

All Equal. All Individual

Our award winning All Equal. All Individual campaign is being refreshed this academic year. This is a poster and leaflet campaign that features our own students and aims to promote the College's inclusive ethos and celebrate diversity within the College community. Early planning is already underway and the campaign will be formally launched in February 2017.

Towards a Stigma Free Lanarkshire & Suicide Safer North Lanarkshire

Following the success of CPD Week in relation to promoting mental health awareness, we have continued to engage with Lanarkshire Links and the Stigma Free Lanarkshire and Suicide Safe North Lanarkshire initiative. The College is interested in working with them formally and recognising our commitment to providing mental health support through signing their 'pledge'. Representatives of Lanarkshire Links attended the Corporate Health and Safety Committee on 30 October and a further meeting is arranged for 28 November to take forward discussions around developing an 'action plan' with their support.

Annual Staffing Return

The College is required to complete an annual staffing return for submission to SFC and this was provided to them by the deadline of 10 November. This covers all staff who worked for the College at any point during the period 1 August 2016 – 31 July 2017 and our return includes the prison based staff who left us on 31 July 2017 as part of the transfer of the SPS contract to Fife College.

While not providing a snapshot at a point in time, the return does offer a useful like for like comparison year on year. The 2016/2017 return shows that 1,081 staff worked for us at some point during the year, a decrease of 13 on the comparable figures for 2015/2016. Our FTE figures have also decreased slightly and stand at 841.88FTE for 2016/2017 against 849.52FTE for 2015/2016.

Other data includes:

- We had 608 (458.78FTE) teaching staff and 473 (383.10FTE) support staff employed during the year;
- Of the total of 841.88FTE, 784.97FTE (93%) of our staff are on permanent contracts, with 56.91FTE (7%) on temporary contracts;

HUMAN RESOURCES

- For the College as a whole, 689 staff (63.7%) were female and 392 staff (26.3%) were male. However, the gender split is marked between teaching and support staff, where 55.8% of teaching staff were female, but 73.9% of support staff were female;
- In terms of age profile, 14.9% (161 people) of our staff are 35 years old or under, 42.5% (459 people) are between 36 and 50 years, 32.3% (349 people) are between 51 and 60 years and 10.4% (112 people) are over 60 years old;
- 10 staff have indicated a black or minority ethnic (BME) background;
- 31 staff have disclosed a disability;
- 92% of our full-time permanent teaching staff held a TQFE or equivalent and 77% of all teaching staff held such a qualification. Both of these figures are an increase on 2015/2016, with the 'all staff' figure increasing by almost 3%

Equality Information Update

One of challenges for reporting staff equality information is that we do not have a complete picture of our current workforce profile. This is mainly due to differing methods of collection at our legacy colleges and the fact that a number of staff have been in post since before data was collected on some protected characteristics. NCL is now of a size where a paper based update process is not operationally feasible and the HR team have been working with our systems colleagues to develop a secure online facility for staff to update 'missing' information.

This is now almost ready to be launched and I will update the committee at the next meeting on the progress of this initiative. Success will mean that we have the same level of staff disclosure of information as we do for students, which will allow us to improve the value of our reporting.

Marketing Dashboard

Since the last committee meeting, we have amalgamated two posts in the Marketing team structure to combine our digital and campaigns roles. The two postholders now work collaboratively on both offline and online activity, which enables us to provide focused support to individual faculties and better balance workload across the team. Each Digital & Campaigns Officer has been allocated three faculties and now has a regular slot at faculty team meetings. This enables them to develop a deeper awareness of issues within the faculty that can be supported through marketing and campaigns activity, particularly in relation to targeted promotion to address equality and diversity challenges.

I have attached two dashboards for the Committee's information. These cover Marketing and Communications activity for September and October 2017.

Brian Gilchrist

Assistant Principal: Organisational Development

November 2017