

HUMAN RESOURCES COMMITTEE

NOTICE

There will be a meeting of the Human Resources Committee on 16th November 2023 at 17:30 hours.

AGENDA			
Agenda Item		Paper (Y/N)	Owner
01	Apologies for Absence	N	PM
02	Declaration of any potential Conflicts of Interest in relation to any Agenda items	N	PM
03	Minutes of Previous Meeting	Y	PM
04	Matters Arising from the Previous Meeting	Y	PM
	Matters for Discussion		
05	Recruitment Approach	Y	GM
06	Considering Adjustments	Y	GM
07	Carers Leave	Y	GM
	Matters for Information		
08	Quarterly HR Report	Y	GM
09	Quarterly Health & Safety Report	Y	SM
10	Absence Management	Y	GM
11	Industrial Relations Update	Y	GM
	Reserved Items of Business		
12	Bereavement	Y	GM
13	HR System Project Update	Y	GM
	<small>Items 12 is not publishable as it contains personal data Item 13 not publishable as it contains commercially sensitive information</small>		
14	Any Other Business	N	HA
15	Summation of Actions and Date of Next Meeting	N	HA

Attendees: HA: Heather Anderson, PM: Paul McGillvery, SM: Stella McManus, GM: Gary McIntosh, DM: Douglas Morrison, FW: Fiona Whittaker, AD: Anne Doherty, PB: Paul Brodie

Optional attendees: PH: Paul Hutchinson, GF: Graeme Forrester, SG: Scott Gray

HUMAN RESOURCES COMMITTEE

Minutes

Meeting of the Human Resources Committee on 14th September 2023 at 17:30 hours in the Board Room and on TEAMS

Present

H Anderson (Committee Chair)
S McManus (Principal)
P Brodie
A Doherty (Staff Member)
F Whittaker

In attendance

G McIntosh (Head of HR)
S Gray (TU Observer)
P McGillvrey (Governance Professional Elect)

Peter Scott – Governance Professional as Clerk

01	<p>Apologies for Absence</p> <p>D Morrison</p>
02	<p>Declaration of any potential Conflicts of Interest</p> <p>None made</p>
03	<p>Minutes of Previous Meeting</p> <p>Duly adopted</p>
04	<p>Matters Arising from the Previous Meeting</p> <p>The Governance Professional advised that as a permanent postholder was in process of being appointed it had been agreed with the Internal auditor that progress with the Rolling Review should be held over pending confirmation of his appointment – at which time he, as principal author of the Governance Improvement Plan, would work on this with the new postholder and the Internal Auditor to take this to an appropriate Board Meeting.</p>
	<p>Matters for Decision</p>
05	<p>Health & Safety Policy</p> <p>The paper as presented and as referred to for its detailed terms was duly considered.</p> <p>The College had last updated its Health and Safety Policy in 2022-23 and this iteration did not incorporate any major changes.</p> <p>Senior members of staff and the Board of Management including the Chair, the Chair of the HR Committee, the Principal and the Senior Leadership Team will be asked to sign the policy to ensure that they have understood their duties. This will also be the case for the Head of Facilities and Health and Safety.</p> <p>The shows the statutory responsibilities of all staff and students across the</p>

	<p>College as well as on site contractors, and it is good practice to review annually and to re-sign as a reminder of duties.</p> <p>The impact on staff and students with significant challenges had been taken into account to ensure that they would not be impacted negatively by this Policy. As such, there are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.</p> <p>In response to questioning, Management confirmed that training of all staff in the operation of the Policy would be completed before the end of October.</p> <p>The Committee noted there were a few minor amendments for typos and formatting, which need to be corrected and that these will be corrected in the next update.</p> <p>The Committee duly approved the policy which would be referred to the Board for endorsement at the first available opportunity.</p>
	Matters for Discussion
06	<p>Proposed Action Plan – Investors in People</p> <p>The Committee carefully considered the Report as submitted and which is referred to for its detailed terms and agreed that, for the reasons given in the Report, the College should not renew the “We Invest in People” accreditation when it expires in 2025 but rather should approve and adopt the Management Proposal to focus on the newly created People Group.</p> <p>As an action point Management should issue a statement to staff explaining the rationale behind and the advantages of the Management Proposal as now adopted.</p> <p>As an action point Management should bring the action plan to the HR Committee for monitoring and review.</p>
07	<p>Internal Audit – Staff Recruitment and Retention</p> <p>The Committee noted with approval that the Internal Auditors had recently concluded their internal audit into staff recruitment and retention. The audit result is “Satisfactory” with 6 recommendations. The Management agreed with the recommendations and have included a management response to each, in the enclosed Report which is referred to for its detailed terms.</p> <p>As an action point, Management was tasked with producing an Action Plan which would inform the Committee on progress with implementation of the recommendations.</p>
	Matters for Information
08	<p>Quarterly HR Report</p> <p>The Committee noted the terms of this Report which is referred to for its detailed terms.</p> <p>It was particularly noted that the Staff Development Day had been a success.</p> <p>As an action point, managing / supporting staff capabilities relevant to teaching should be included as a risk.</p>

	<p>As an operational point of detail the committee suggested that it might be helpful if possible to relate the headcount to Full Time Equivalents. It was good to see the reduction in numbers of issues affecting staff but the Committee urged management to track such as the college did have. This would require a delicate touch to make sure that this was seen as being supportive of staff who might be going through a difficult time.</p>
09	<p>Quarterly Health and Safety Report</p> <p>The on-going Accidents & First Aid issue relating to one particular student which was having wider impacts/implications; Strike Action-related H&S activities; New signage to remind students, staff and visitors that smoking and vaping in not allow in campus buildings and the intent to work with Students Association to highlight operational and health impacts of vaping to students.</p>
10	<p>Absence Management</p> <p>The Committee noted the terms of this Report which is referred to for its detailed terms.</p> <p>The figures showed a slight improvement, the Committee was assured that all absences were regularly reviewed at Senior Leadership Team meetings and that work is on-going with managers to address residual cultural concerns in relation to absenteeism.</p>
11	<p>SPPA Pension Reporting Status Update</p> <p>The historical payments issue was discussed and, whilst the work to resolve it was on-going, recognising that this was causing anxiety to staff there was an action point for Stella to provide an appropriate update to staff (in the newsletter).</p>
12	<p>HR System Project Update</p> <p>The Committee noted that although good progress was being made, there were challenges with implementation of some of the detail.</p> <p>The Committee was however fully accepting of the reality that the detail of any new system would always present challenges and were in no doubt but that the new system offered considerable longer term benefits.</p>
13	<p>Industrial Action</p> <p>The Committee received a factual report on Industrial Action.</p> <p>The potential impact on students could not be ignored and steps were being taken to gauge this.</p> <p>It was felt that the college had a good working relationship with the unions but there would have to be a statement issued to all staff.</p> <p>The College fully supported the right of staff to take action and shared the frustration of the unions at the delays in resolution of the pay and conditions dispute – but this was undeniably a difficult situation.</p>

	Reserved Items of Business
14	<p>Employment Tribunal Updates</p> <p>A confidential update was heard by the Committee.</p> <p>On the advice of the Governance Professional these could not be reported publicly as the report contained protected personal data.</p>
15	<p>Bereavement</p> <p>The Committee received an update on recent bereavements involving staff. The college was being fully supportive of the families.</p> <p>Again, details could not be published so as to protect personal data of identifiable individuals.</p>
16	<p>Any Other Business</p> <p>There being no other competent business the meeting was declared closed.</p> <p>Staff are considering restarting the College choir and the Interim Governance Professional is offering to donate a full-size keyboard for the choir to use.</p>
17	<p>Summation of Actions and Date of Next Meeting</p> <p>The Clerk summarised the actions and decisions and the action points are as above minuted.</p> <p>The next scheduled committee meeting was set for 16th November 2023.</p>

HR COMMITTEE

DATE	16 November 2023
TITLE OF REPORT	Recruitment Approach
REFERENCE	05
AUTHOR AND CONTACT DETAILS	Gary McIntosh, Head of Human Resources gary.mcintosh@slc.ac.uk
PURPOSE:	To update Members with the recent recruitment approach taken with key roles for the College and to discuss the matters.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none"> • note the contents of this report; and • discuss the report.
RISK	By not assessing candidates in ways in which increase predictability of role performance, the College risked hiring people who were not suitable for the role into key positions.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Successful Students • The Highest Quality Education and Support • Sustainable Behaviours
SUMMARY OF REPORT:	<p>The College had six key roles to be filled and approached the recruitment process in two key ways: 1. To engage with a recruitment partner to source candidates; and 2. To implement an assessment centre approach for the roles.</p> <p>The College is delighted by the calibre of candidates, believe that all candidates had various opportunities to demonstrate their suitability for the role and are confident that all key vacancies were filled with good candidates.</p>

1. INTRODUCTION

1.1. This paper provides an overview of the approach taken by the College when recruiting for six key roles.

2 BACKGROUND

2.1 Due to recent changes, the College had an opportunity to recruit for six roles into key positions. These roles were:

- 2.1.1 Vice Principal Learning, Teaching and the Student Experience;
- 2.1.2 Vice Principal Finance, Resources and Sustainability;
- 2.1.3 Governance Professional;
- 2.1.4 Governance and Executive Support Manager;
- 2.1.5 Depute Head of Management and Information Systems; and
- 2.1.6 Marketing and Communications Manager.

2.2 Following a tender process with suppliers on the Advanced Procurement Colleges and Universities (APUC) Framework, the College appointed Aspen People to take on the retained recruitment campaign, who organised a recruitment microsite and searched for suitable candidates.

3 DISCUSSION

3.1 The campaign was well promoted across social media which provided a good platform for the College's reputation to be shared widely as a great employer. There was good feedback from candidates on the recruitment collateral (including videos) and a strong desire for people to work for South Lanarkshire College.

3.2 The College implemented an assessment centre approach, where each position was assessed through various job-related methods. Some of these activities included structured interviews, online personality assessments, presentations, group discussions and written tests. Following this approach provided the College with confidence that candidates were given multiple opportunities to demonstrate their capabilities and also that good candidates were appointed.

3.3 The College received a great interest, with suitable applicants for each role, and were impressed by the calibre throughout the process. The College is delighted that it has appointed good candidates for all of the vacant positions. This includes two successful internal candidates.

3.4 The processes were supported by many colleagues across the College, ensuring their involvement and participation.

4 EQUALITIES

4.1 The College considered and made reasonable adjustments during the process to ensure equality of opportunity.

5 RISK

5.1 By not assessing candidates in ways in which increase predictability of role performance, the College risked hiring people who were not suitable for the role into key positions.

6 RECOMMENDATIONS

6.1 Members are recommended to:

- note the contents of this report; and
- discuss the report.

HR COMMITTEE

DATE	16 November 2023
TITLE OF REPORT	Considering Adjustments
REFERENCE	06
AUTHOR AND CONTACT DETAILS	Gary McIntosh, Head of Human Resources gary.mcintosh@slc.ac.uk Elaine Ballantyne, Equality Officer elaine.ballantyne@slc.ac.uk
PURPOSE:	To engage with members on an approach the College is looking to take to support employees and managers in requests for considering adjustments.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none"> • note the contents of this report and its appendices; and • discuss the impact of the documentation, should it be implemented.
RISK	The risks of not implementing the draft guidance are: <ul style="list-style-type: none"> • a higher likelihood of breaching the Equality Act 2010; and • inconsistency in the way the College deals with requests for adjustments.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Successful Students • The Highest Quality Education and Support • Sustainable Behaviours
SUMMARY OF REPORT:	<p>The College has a legal obligation to consider adjustments to work environment, working hours, etc. for specific protected characteristics. The College regularly receives such requests.</p> <p>To support both employees and manager in experiencing a consistent, supportive approach to requests for adjustments at work, the College is considering the implement of a guidance document, along with an employee plan and decision form.</p> <p>Due to national policy discussions, the College is unable to consider this at policy level and is, instead, seeking to provide support based on the current situation.</p>

1. INTRODUCTION

- 1.1. This paper provides an overview of the proposed approach for supporting employees and managers in considering adjustments, as well as proposed documentation in the appendices.

2 BACKGROUND

- 2.1 In addition to being a supportive employer, under the Equality Act 2010, the College has a legal obligation to consider adjustments that is requested by employees, contractors, self-employed workers and job applicants. The legal requirement is currently for those who have disabilities or long-term health conditions.
- 2.2 The College regularly receives requests for reasonable adjustments, flexible working, and other work-related adjustments.
- 2.3 The College also has requirements as a Disability Confident Employer.
- 2.4 Therefore, the College is seeking to introduce guidance and support documentation for employees and managers, to ensure a supportive and consistent process.
- 2.5 Nationally, the sector is considering policies around flexible working with trade union partners and, therefore, the College is not looking to introduce any policy, but rather offer support & guidance based on the current process.

3 DISCUSSION

- 3.1 The College has created three draft documents: “Considering Adjustments Guidance”, “Considering Adjustments Employee Plan” and “Considering Adjustments Line Manager Decision Form” and has discussed these with the Senior Leadership Team. These documents are in appendix of this report.
- 3.2 The documentation provides guidance, creates a structured process and allows decisions to be made on a consistent basis. The College has used the draft procedures in two pilot cases, with the feedback being positive and confirming that it was useful and provided structure.
- 3.3 Following discussions at the HR Committee, the College will bring the documentation to the next Joint Negotiating Committee (JNC) for further discussion.

4 EQUALITIES

- 4.1 If implemented, the documentation would support employees with various protected characteristics in a positive way.

5 RISK

- 5.1 The risks of not implementing the draft guidance are:
 - a higher likelihood of breaching the Equality Act 2010; and
 - inconsistency in the way the College deals with requests for adjustments.

6 RECOMMENDATIONS

- 6.1 Members are recommended to:
 - note the contents of this report and its appendices; and
 - discuss the impact of the documentation, should it be implemented.

Considering Adjustments Guidance

DRAFT



South
Lanarkshire
College
East Kilbride

Document Information

Procedure Published/Created:	
Reviewed Date:	
Owner:	Human Resources Team
Approved by:	
Equality Impact Assessment:	12/10/2023

Version History

Version Number	Date	Author	Rationale
1.0		Human Resources	

Quick Links

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Table of Contents

1.0 Introduction	3
1.1 Reasonable Adjustments – Equality Act 2010	3
1.2 Reasonable Adjustments and Flexible Working Requests	3
1.3 Disability Confident Employer	3
1.4 Considering Adjustments	4
2.0 Considering Adjustments – Employee Plan Overview:	5
2.1 Employee Plan Objectives:	5
3.0 Considering Adjustments	6
3.1 Becoming Aware	6
3.2 Prepare	6
3.3 Meet and Explore:	7
3.4 Align & Act:	7
3.5 Record & Review:	8
4.0 Considering Adjustments – Line Manager Decision Form	8
Appendix 1: Reasonable Adjustments	9
Appendix 2: Flexible Working Requests	11
Appendix 3: Support Available	12

1.0 Introduction

South Lanarkshire College is dedicated to nurturing a positive workplace atmosphere, that upholds the [FREDIE principles of fairness, respect, equality, diversity, inclusion and engagement](#), for all employees.

¹The purpose of this "Considering Adjustments Guidance" is to promote constructive discussions between employees and their line managers, regarding potential adjustments to workdays, work settings, or work methods. These discussions must be tailored to account for the needs of the College as well as the unique differences and needs of each employee.

1.1 Reasonable Adjustments – Equality Act 2010

The following is the current legal guidance on when an employer must make reasonable adjustments.

“The law (Equality Act 2010) says that employers must make reasonable adjustments for:

- Employees and workers
- Contractors and self-employed people
- Job applicants”

Acas.(2022) What are reasonable adjustments. Retrieved from <https://www.acas.org.uk/reasonable-adjustments>

The legal requirement for 'Reasonable Adjustments' is primarily intended for individuals with disabilities or long-term health conditions.

1.2 Reasonable Adjustments and Flexible Working Requests

Both requests for reasonable adjustments and flexible work arrangements encompass elements of employees' legal entitlements.

However, the College is committed to promoting inclusivity in the workplace and acknowledges that adjustment requests can relate to an employee's specific circumstances and needs. Therefore, the College takes a proactive approach.

The 'Considering Adjustment Guidance' is designed to empower all employees to discuss their optimal work methods. The process is designed to recognise and honour the legal rights while also striving to cultivate an inclusive culture by addressing additional needs, which may extend beyond disabilities or long-term health concerns.

The College will consider workplace adjustments that can bring about positive improvements in an employee's daily work routines, work environments, or work approaches, with due consideration for the needs of the College as well as the unique differences and needs of each employee.

[See Appendix 1 for further information on Reasonable Adjustments](#)

[See Appendix 2 for further information on Flexible Working Requests](#)

1.3 Disability Confident Employer



¹ Whilst this guidance talks about the employee throughout, consideration of 'Reasonable Adjustments' is also applicable throughout the recruitment process for applicants. When this is the case, the Human Resources team will liaise with the applicant to arrange the support required.

South Lanarkshire College is a [Disability Confident Employer](https://www.gov.uk/government/collections/disability-confident-campaign), which demonstrates the commitment in ensuring disabled people are treated fairly and have equal access to opportunities and development. <https://www.gov.uk/government/collections/disability-confident-campaign>

1.4 Considering Adjustments

This guidance provides high level guidance around key considerations with additional advice available from:

- Human Resources
- Health & Safety/Facilities
- IT Support
- Occupational Health service
- Access to Work
- Trade Unions
- General Practitioner (GP)

[See Appendix 3 for further information on the support available.](#)

To support this guidance, the College has introduced the following optional resources, please click the links to access:

[**Considering Adjustments - Employee Plan:** This plan is primarily intended for documenting mutually agreed-upon adjustments.](#)

[**Considering Adjustments – Line Manager Decision Form:** In instances where agreement cannot be easily reached on adjustments, the line manager may find it useful to complete the Considering Adjustments Line Manager Decision Form.](#)

In addition, there are a range of College policies which can also be used to help support employees including:

- [Attendance Management and Support Procedure](#)
- [Caring for Carers Guidance](#)
- [Equality Policy](#)
- [Parental and Family Leave](#)
- [Personal and Domestic Leave Policy and Procedure](#)

2.0 Considering Adjustments – Employee Plan Overview:

The Employee Adjustment Plan, referred to as "the Plan," serves as a dynamic document that records workplace adjustments mutually agreed upon by an employee and their line manager. It establishes a framework for discussing, confirming, documenting, and periodically assessing the assistance needed to mitigate the impact of disabilities, long-term health conditions, or individual circumstances on an employee's workdays, work environment or ways of working.

2.1 Employee Plan Objectives:

The primary goal of the Plan is to facilitate productive dialogues between employees and line managers, regarding workplace adjustments by:

- Offering employees and their line managers a structured approach for regularly updating and reviewing information concerning workplace adjustments.
- Providing a reference point for discussions when an employee changes roles, is relocated, or transitions to a new line manager within the organisation.
- Maintaining a record of agreed-upon adjustments.

The plan can serve as a valuable tool to support the initiation of conversations around employee specific circumstances and needs, including health conditions and disabilities. Some disabilities are non-visible disabilities of which there are a wide range. These are not limited to but may include:

- Mental health well-being, such as anxiety, depression, and obsessive-compulsive disorder.
- Neurodiverse conditions, like autism, ADHD, and dyslexia.
- Vision-related challenges, including visual impairments or limited sight.
- Hearing impairments or deafness.
- Cognitive conditions, encompassing dementia, traumatic brain injury, or learning disabilities.
- Hidden health conditions, such as diabetes, chronic pain or fatigue, respiratory disorders, or menopause-related symptoms.

The Plan should be developed within the context of this guidance document and the [Equality and Human Rights Commission Statutory Code of Practice that states:](#)

"In order to avoid discrimination, it would be sensible for employers not to attempt to make a fine judgement as to whether a particular individual falls within the statutory definition of disability, but to focus instead on meeting the needs of each worker."

EHRC.(January 2011) Employment Statutory Code of Practice. Retrieved from <https://www.equalityhumanrights.com/sites/default/files/employercode.pdf> (Page 80, para 6.9)

Supporting employees at work

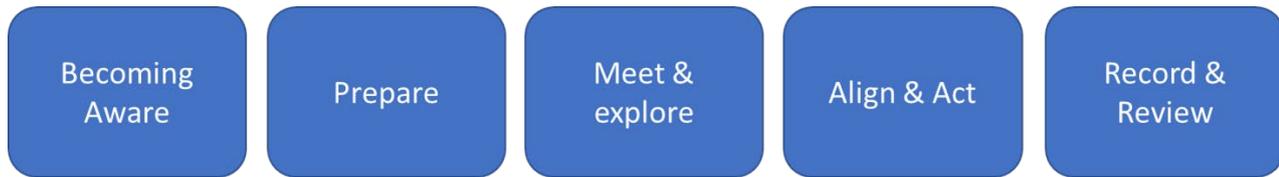
The College acknowledges that it's not mandatory for employees to reveal details about their disability, long-term health condition, specific situations, or support needs they may have now or in the future. However, when employees willingly provide such information, it can help line managers in recognising, understanding, and addressing possible obstacles, typically through making necessary adjustments.

Some employees may decide to inform the college for record-keeping purposes without necessarily seeking or needing additional discussions.

The completion of the Plan is optional. The legal obligation to make reasonable adjustments for employees with disabilities or long-term health conditions still applies, whether or not a Plan has been completed.

3.0 Considering Adjustments

The College's 'Considering Adjustments' process has five key stages:



This process may not necessarily be linear. You may repeat the same step several times, you may not be able to agree, and circumstances may also prompt you to go back to the start of the process.

3.1 Becoming Aware:

The College may become aware of the need for adjustments through several different routes, including:

During the recruitment process:

- On the application form, candidates are asked if they wish to 'Discuss their needs with a member of staff?'
- The interview invitation further urges candidates to reach out to the Human Resources department if they need support. Human Resources can facilitate adjustments at various stages of the recruitment process if necessary.
- Prospective employees who have reached out to Access to Work may expect that Access to Work will subsequently reach out to the line manager.

In Employment:

- The employee has completed and presented to their line manager a 'Considering Adjustments - Employee Adjustment Plan'.
- Employees might have reached out to Access to Work, who will subsequently get in touch with the line manager.
- Employees who are in the process of updating their disability or carer information in MyHR have the option to select 'Would you like to discuss your needs with a suitable college staff member?' This triggers an automated message to Human Resources, prompting them to contact the employee. The purpose is to encourage the employee to initially speak with their line manager. Alternatively, they can choose to arrange a conversation with a member of the Human Resources team. It's important to note that this option does not replace the ability to discuss necessary adjustments at any other time.
- Requests for reasonable adjustments may be integrated into the absence management or career review process and may also be recommended based on advice from Occupational Health.
- Additionally, employees have the flexibility to request support or adjustments from either their line manager or the Human Resources department at any point.

[See appendix 3 for further information on the support available from Access to Work](#)

3.2 Prepare:

Arrangements should be made promptly for a discussion to occur, preferably before the commencement date for new employees. Similarly, if applicable, ensure that employees are encouraged to approach Access to Work at their earliest convenience, particularly for new hires.

Regardless, at this stage, line managers should take the following into account:

1. Schedule an informal meeting to discuss and explore potential support, options, and adjustments.
2. Familiarise themselves with the 'Considering Adjustments Employee Plan'.
3. Inquire if the employee would like to bring along a suitable support contact to the meeting, if needed.
4. Choose an appropriate setting for the meeting, considering the likely presence of sensitive and confidential information. If meeting in person, select a quiet location that accommodates accessibility requirements. Alternatively, consider virtual or phone meetings.
5. Enhance their awareness of any disclosed disabilities by researching available resources. This research should serve to increase general awareness and should not lead to assumptions about individual circumstances.
6. Line managers should be prepared to let employees take the lead by sharing their experiences and any barriers or challenges they may face.

3.3 Meet and Explore:

Line managers, after adequate preparation, should meet with employees to discuss and identify potential adjustments. This step is crucial for mutual understanding of the role and how adjustments can alleviate obstacles. If not already considered, the employee and line manager may find the 'Considering Adjustments - Employee Plan' to be a useful tool at this point.

During the conversation, the focus should be on:

- Understanding the employee's needs, including tasks they can and cannot perform.
- Identifying possible workplace barriers affecting their performance.
- Discussing potential referral to Access to Work and offering support if needed.
- Exploring adjustments to overcome these barriers, taking into account the needs of the business.
- Optionally considering involving Occupational Health after consulting the employee.
- Reviewing health and safety risk assessments in light of proposed adjustments.
- Assessing the reasonableness of suggested adjustments.
- Establishing timelines for implementation of any adjustments that can be made.
- Setting review dates to evaluate the effectiveness of adjustments.

Remember, adjustments don't have to be complex or costly, and open communication often leads to practical solutions.

Line managers should consult appropriate sources (such as Human Resources, Occupational Health, Facilities/Health & Safety, Information Systems) as needed to ensure they make well-informed decisions that benefit both themselves and the employee.

3.4 Align & Act:

Once the necessary adjustments have been identified, it is imperative to promptly put them into effect while striving to minimise any potential delays. These adaptations could encompass immediate changes, such as adjusting start and finish times where applicable, procuring required equipment, or coordinating workspace modifications with facilities personnel. It's essential to acknowledge that the timeline for implementing these modifications may vary, prompting the consideration of interim measures until they are fully in place.

It may be appropriate to communicate these adjustments to colleagues, especially within the broader team, but only with the explicit consent of the affected employee, and when sharing this information is likely to enhance the adjustment's effectiveness or efficiency.

3.5 Record & Review:

The adjustments that have been put into action should be documented in the 'Considering Adjustments – Employee Plan' (if applicable) and subject to close monitoring and assessment during the initial stages. Subsequently, periodic evaluations should be conducted as necessary, to gauge their effectiveness in eliminating obstacles to work.

In cases where the adjustments are temporary, such as the provision of alternative duties, clear timeframes for review should be established and documented at the outset. This becomes particularly crucial when dealing with employees with progressive conditions, those undergoing treatment, those who have experienced disability-related absences, or those whose disability-related needs evolve over time. It's vital to determine if more frequent assessments are needed under these circumstances.

Line managers should be aware that additional adjustments may become necessary in the future. While specific dates can serve as helpful reminders, managers should proactively consider how any changes or initiatives within the workplace, might impact individuals and the adjustments already in place. Furthermore, it's important to bear in mind that new health and safety risk assessments, may need to be conducted, or existing ones may need revisiting, in response to any alterations.

4.0 Considering Adjustments – Line Manager Decision Form

In instances where agreement proves difficult to achieve regarding adjustments, the line manager may find that completing the 'Considering Adjustments Line Manager Decision Form' could prove beneficial.

Furthermore, it is advisable to seek additional guidance as necessary, such as from:

- Human Resources
- Occupational Health
- Facilities/Health & Safety
- Information Systems

Appendix 1: Reasonable Adjustments

The following is the current legal guidance on what reasonable adjustments are.

“Reasonable adjustments are changes an employer makes to remove or reduce a disadvantage related to someone's disability. For example:

- making changes to the workplace
- changing someone's working arrangements
- finding a different way to do something
- providing equipment, services or support

Reasonable adjustments are specific to an individual person. They can cover any area of work.

It's not enough for employers to provide disabled people with exactly the same working conditions as non-disabled people. Employers must make reasonable adjustments by law.

Some disabled people might not need or want adjustments, although this might change over time”.

ACAS (November 2022) Reasonable adjustments at work. Retrieved from:

<https://www.acas.org.uk/reasonable-adjustments>

Considerations

When considering whether an adjustment might be ‘reasonable’ the following factors should be considered:

- **Effectiveness** - How effective the adjustment under consideration, would be in removing or minimising the identified barrier for the individual.
- **Practicality** - The practicalities of making the adjustment – for example the length of time it will take to put in place; any additional resources needed to implement or maintain the adjustment.
- **Cost** - The cost of the adjustment and how it will be funded. Ensure all sources of funds are considered (such as Access to Work).
- **Disruption** - The extent of the disruption and the effect making this adjustment will have on other stakeholders and the business as a whole.
- **Health and safety risk** - The level of health and safety risk of all stakeholders in making the adjustment.

When deciding what might constitute a reasonable adjustment, consideration must also be given to:

- The individual circumstances of each case.
- If the person has a disability/health condition, what is the impact for that person.
- The requirements of their role.
- Their work location.

Although professional guidance and assistance are accessible, the ultimate decision regarding the feasibility of implementing any suggested modifications lies with the line manager. For instance, if Occupational Health proposes adjustments, it remains the prerogative of the line manager to ascertain if these suggested changes can be accommodated, or if suitable alternative measures can be taken to achieve the overarching objective. Consequently, it is crucial for a line manager to be well-informed about their responsibilities in managing individuals with disabilities or health conditions, and to comprehend their role in this context. This encompasses the College's legal duty to enact 'reasonable adjustments.'

When an employer is considering a reasonable adjustment, they need to discuss the circumstances with the person, so they can establish what is needed. However, the question of what a reasonable

adjustment is, is an objective one. It does not mean an employer must comply with every requirement asked of them by a disabled person but explore what they can reasonably do to avoid any disadvantage caused by their disability.

If it is clear that there isn't an adjustment that can reasonably be made to avoid a disadvantage, then the request can be lawfully declined. You are only required to make adjustments that are reasonable in all the circumstances. Factors such as the cost and practicability of making an adjustment and the resources available to you, may be considered in deciding what is reasonable.

Failure to Make Reasonable Adjustments

There may be occasions when a line manager feels it is not reasonable to make the adjustments identified, particularly if this impacts on contractual, students / stakeholders, equality, affordability or health & safety issues. On these occasions the line manager should seek advice from Human Resources and/or Facilities/Health and Safety.

The following is the current legal guidance on failure to make adjustments.

"If an employer does not make reasonable adjustments for someone at work or a job applicant, it could be a type of disability discrimination called 'failure to make reasonable adjustments'.

It might be that the employer believes a suggested adjustment is not reasonable. In this case, the employer should:

- talk with the disabled person
- explain their decision
- try to find another way to support them, for example making other adjustments that are reasonable"

ACAS (November 2022) Failing to make adjustments. Retrieved from:

<https://www.acas.org.uk/reasonable-adjustments/if-an-employer-does-not-make-reasonable-adjustments>

Appendix 2: Flexible Working Requests

The following is the current legal guidance on making a flexible working request.

“You might be able to make a 'flexible working request' to your employer if you want to:

- reduce your hours to work part-time
- change your start and finish time
- have flexibility with your start and finish time (sometimes known as 'flexitime')
- do your hours over fewer days ('compressed hours')
- work from home or elsewhere ('remote working'), all or part of the time
- share the job with someone else

You can ask for the change to be for:

- all working days
- specific days or shifts only
- specific weeks only, for example during school term time
- a limited time, for example for 6 months only

Check your right to make a request

By law, you have the right to make a flexible working request if:

- you've worked for your employer for at least 26 weeks
- you're legally classed as an employee
- you've not made any other flexible working request in the last 12 months

If you have the right to request, your employer must:

- look at your request fairly, following the Acas Code of Practice on flexible working requests
- make a decision within a maximum of 3 months

Some employers will allow you to make a request even if you do not have the legal right – check your workplace's policy.

If you're a parent or carer

All employees have the right to request flexible working, including if you're:

- a parent
- a carer
- returning from maternity leave

All flexible working requests should be treated in the same way.

If you're a parent or carer, your employer might have other ways for you to take time off. For example, parental leave to look after your child or time off for dependants. Check your workplace's policy.

If you're disabled

You should:

- make a reasonable adjustment request if your request relates to your disability
- make a flexible working request if your request does not relate to your disability, for example it's about time off on Wednesdays to provide childcare for a relative's child"

Important: *This advice reflects the current law. Acas will update this advice in 2024 when new flexible working law comes into force.*

ACAS (September 2023) Asking for flexible working. Retrieved from:

<https://www.acas.org.uk/making-a-flexible-working-request>

Appendix 3: Support Available

<p>Access to work</p>	<p>This is a publicly funded employment support programme which aims to help those with disabilities find work and stay in work. It can provide assessments in the workplace to assess what 'reasonable adjustments' may be required and any practical and financial support available, through an access to work grant.</p> <p>As an employer, the College may have to share the cost with Access to work if the person has been working for the College for more than 6 weeks when they apply.</p> <p>Access to Work will consider paying grants of up to 100% for people who have been working for the College for less than 6 weeks when they first apply. Further information is available on the following web pages: Employee/Applicant information on Access to Work: https://www.gov.uk/reasonable-adjustments-for-disabled-workers</p> <p>Access to Work Factsheet for Employers: https://www.gov.uk/government/publications/access-to-work-guide-for-employers/access-to-work-factsheet-for-employers</p> <p>Easy read, Access to Work fact sheet: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1144992/easy-read-access-to-work.pdf</p>
<p>The Access to Work Mental Health Support Service</p>	<p>This service, also funded by the Department for Work and Pensions is available to those in work who need support with mental health, coping skills and workplace adjustments: https://atw.maximusuk.co.uk/employers/</p>
<p>Human Resources</p>	<p>Can arrange a referral to the College's Occupational Health service where necessary. They can also offer advice and support as required on a case-by-case basis, including where disagreement or uncertainty arises over reasonable adjustments: humanresources@slc.ac.uk</p>
<p>Occupational Health</p>	<p>May make recommendations on what support might be helpful. Contact: humanresources@slc.ac.uk</p>
<p>Employee Support Service - PAM Assist</p>	<p>Employees have access to clinical and professional expertise, giving them a chance to talk about all kinds of work and personal issues that are affecting them. In order to effectively support and manage such issues, PAM Assist provides a tailor-made service for both managers and their colleagues: https://www.pam-assist.com/</p>
<p>Facilities/Health & Safety Team</p>	<p>Can support the consideration of adjustments through risk assessment and implementation if required. They can also support the implementation of a personal egress evacuation plan (PEEP) where an employee has mobility issues and would, in the event of an emergency evacuation of College Buildings require support: facilities@slc.ac.uk</p>
<p>Information Systems</p>	<p>Can support the consideration of adjustments regarding the acquiring or modifying of IT equipment and implementation if required: itsupport@slc.ac.uk</p>

For additional support in relation to any of the contents of the guidance, please contact Human Resources. humanresources@slc.ac.uk



South
Lanarkshire
College

East Kilbride

DRAFT

Considering Adjustments Employee Plan

DRAFT



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Lanarkshire
College
East Kilbride

Introduction

¹ The Employee Adjustment Plan, referred to as "the Plan," serves as a dynamic document that records workplace adjustments mutually agreed upon by an employee and their line manager. It establishes a framework for discussing, confirming, documenting, and periodically assessing the assistance needed to mitigate the impact of disabilities, long-term health conditions, or individual circumstances on an employee's workdays, work environments or ways of working.

2.1 Employee Plan Objectives:

The primary goal of the Plan is to facilitate productive dialogues between employees and line managers, regarding workplace adjustments by:

- Offering employees and their line managers a structured approach for regularly updating and reviewing information concerning workplace adjustments.
- Providing a reference point for discussions when an employee changes roles, is relocated, or transitions to a new line manager within the organisation.
- Initiating conversations about the support required for less visible conditions like anxiety, autism, ADHD, or dyslexia.
- Maintaining a record of agreed-upon adjustments.

The Plan should be developed within the context of this guidance document and the [Equality and Human Rights Commission Statutory Code of Practice](#) that states:

"In order to avoid discrimination, it would be sensible for employers not to attempt to make a fine judgement as to whether a particular individual falls within the statutory definition of disability, but to focus instead on meeting the needs of each worker."

Note: Completion of the Plan is voluntary. The legal duty to make reasonable adjustments to support employees with disabilities/long term health conditions applies, with or without a completed Plan.

Data Protection

Details from the Considering Adjustments Employee Plan and the Considering Adjustments – Line Manager Decision Form will be retained on the employee's personal file. The employee should be provided with a hard copy if requested. This is in line with the Employee Privacy Notice. [Employee Privacy Notice Final.docx](#)

¹ Whilst this plan talks about the employee throughout, consideration of 'reasonable adjustments' is also applicable throughout the recruitment process for applicants. When this is the case, the Human Resources team will liaise with the applicant to arrange the support required.

Section 1: About the Employee

Employee Name:	
Position:	
Work Area:	
Line Manager: Name & Contact Details	

Overview of role:
Please share some of the key functions of your role to give a picture of your day-to-day work.

Large empty area for writing the overview of the role.

Section 2: Disability or Health Condition Information

Please share as much information as possible on how your disability, health condition, and/or your specific circumstances, have an impact on a day-to-day basis. This should be specifically in relation to the nature of your job, the requirements of your role and your working environment.

Consider:

- Tasks you need help with or cannot do easily.
- Tasks which may take longer for you to carry out.
- Diagnosis you feel would be helpful for your manager to know.
- Information regarding medication or interventions that you feel are relevant to work - these could be fluctuations in conditions or symptoms you would like your line manager to be aware of.
- Mobility issues that may require a personal egress evacuation plan (PEEP) in the event of an emergency evacuation of College Buildings.
- Information regarding your specific circumstances that are having an impact.

Section 3: Additional supporting information

Is there any more information that you want to share?

Section 4: What could help me to do my job?

For example, this could be:

- Ways of communicating at work.
- Provision of extra equipment such as noise cancelling headphones, a new chair or specific software.
- More regular breaks at work.
- Any appointments you regularly need to attend to stay well at work.

It might be helpful to refer to any recommendations for support from other sources, such as the College's Occupational Health Service or Access to Work. You could also draw on examples of support that has worked during your employment history to date - either at the College or elsewhere - or support you received in education.

Don't worry if you are struggling to identify what could support you as you can discuss this further with your line manager and come up with ideas together.

5. Adjustments

Considering the details shared in the earlier sections, the employee and line manager should discuss and record the nature of the adjustments requested to support the employee at work.

If the line manager is uncertain about what adjustments are necessary, they should reach out to Human Resources, IT, Facilities (including Health & Safety), or other knowledgeable individuals within the College. The line manager might also benefit from using the 'Line Manager Decision Form' at this stage.

Adjustment Requested	Date agreed	Review Date	Date Implemented

Line Manager Comments:

Date of implementation of adjustments:

Will details of the adjustments need to be shared with others?

Yes: No:

If yes: Please provide further details of what you have agreed to share and who you have agreed to share with.

Considering Adjustments

Line Manager Decision Form

DRAFT

Introduction

How to use this form

¹This process and form will help a line manager make an evidence-based decision about whether or not a workplace adjustment is 'reasonable' for an employee. Further information on what a 'reasonable adjustment' is available by clicking this link: [Acas – Reasonable adjustments at work](#)

The process for deciding if an adjustment is 'reasonable'

The law does not require employers to make adjustments that are not reasonable. However, to determine whether or not a requested adjustment is reasonable for the College, you need to go through some steps to ensure that you have considered this thoroughly. There are three parts to doing this:

- 1: Deciding if the duty to make a reasonable adjustment is required.
- 2: Identifying possible adjustments.
- 3: Deciding which (if any) of those adjustments are reasonable.

1: Is an adjustment required?

- Is the person disadvantaged or experiencing a barrier at work?
- Are they experiencing this disadvantage/barrier because of their disability?

If the answer is 'yes' to both of these, you then need to make a 'reasonable adjustment'.

2: What adjustments could remove this barrier?

Think about what would remove the barrier for the individual. Include the employee in this discussion as they may also be aware of what would help them.

3: Is the adjustment 'reasonable'?

- **Effectiveness** - How effective the adjustment under consideration, would be in removing or minimising the identified barrier for the individual.
- **Practicality** - The practicalities of making the adjustment – for example the length of time it will take to put in place; any additional resources needed to implement or maintain the adjustment.
- **Cost** - The cost of the adjustment and how it will be funded. Ensure all sources of funds are considered (such as Access to Work).
- **Disruption** - The extent of the disruption and the effect making this adjustment will have on other stakeholders and the business as a whole.
- **Health and safety risk** - The level of health and safety risk of all stakeholders in making the adjustment.

¹ Whilst this form talks about the employee throughout, consideration of 'reasonable adjustments' is also applicable throughout the recruitment process for applicants. When this is the case, the Human Resources team will liaise with the applicant to arrange the support required.

Ensuring that you consider all the information that could be available to you when answering the above is vital. This could mean seeking advice from:

- Human Resources – who can offer advice and if necessary, coordinate the involvement of experts such as Occupational Health to help identify adjustments.
- Facilities – who can offer advice and if necessary, arrange a risk assessment.
- Information Systems – can support the acquiring or modifying of IT equipment and implementation.

It could also involve the requesting further information from:

- Access to Work
- Trade Unions
- General Practitioner (GP)
- Workplace assessments, for example Access to Work and/or Individual Stress Risk Assessment.

Ensure that you document both your decision-making process and the decision in the form below.

Data Protection

Details from the Considering Adjustments Employee Plan and the Considering Adjustments – Line Manager Decision Form will be retained on the employee's personal file. The employee should be provided with a hard copy if requested. This is in line with [Employee Privacy Notice Final.docx](#).

Reasonable Adjustments Line Manager Decision Form

Name of employee or case identification

The name of the employee or the way in which this case is identified

Identified barriers and discussion with employee

Enter a brief description of the barrier/s that have been identified and how the employee feels about the proposed adjustment in question.

Effectiveness

Detail how effective the adjustment under consideration would remove or minimise the identified barrier for the employee.

Practicality

Detail the practicalities of making this adjustment – for example, the length of time it will take to implement; any additional resources needed to implement or maintain the adjustment.

Cost

Detail the cost of this adjustment and how it will be funded. Ensure all sources of funds are considered (such as Access to Work).

Disruption

Detail the extent of disruption and the effect making this adjustment will have on other stakeholders and the business as a whole.

Health and safety risk

Detail the level of health and safety risk of all stakeholders involved in making this adjustment.

Additional evidence to support decision

List the evidence that was considered to help reach the decision

- [Example: Assessment from occupational health stated...]
- [Example: Access to Work report identified...]

Decision and next steps

Details of the decision made by the organisation and next steps

Completed by:	
Job title:	
Work Area:	
Date	

This decision should be signed off by the respective College Leadership Team member	
Verified by:	
Job Title:	
Date:	

HR COMMITTEE

DATE	16 November 2023
TITLE OF REPORT	Carers' Leave
REFERENCE	07
AUTHOR AND CONTACT DETAILS	Gary McIntosh, Head of Human Resources gary.mcintosh@slc.ac.uk
PURPOSE:	To inform Members of the upcoming legislation on Carers Leave.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none"> • note the content of this report; and • discuss implementation considerations.
RISK	The College would be in breach of new legislation, should Carers Leave not be implemented in line with the legislation
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Successful Students • The Highest Quality Education and Support • Sustainable Behaviours
SUMMARY OF REPORT:	<p>This report highlights the upcoming Carers Leave legislation that is likely to be implemented in early 2024. The legislation would allow unpaid Carers to receive up to five-days unpaid leave for caring responsibilities.</p> <p>The College welcomes this legislation and recognises a range of benefits it would bring, including with wellbeing, engagement and work-life integration.</p> <p>The College has considered its implementation considerations, which includes policy, communication and documentation. The College also recognises that the sector may implement a Circular for Carers' Leave.</p>

1. INTRODUCTION

1.1. This paper provides members with the background to the Carers' Leave Act, benefits of implementation of Carers' leave and a proposed approach for its implementation.

2 BACKGROUND

2.1 The Carers' Leave Act, coming into effect in early 2024, is designed to support caregivers, allows employees to take up to five unpaid leave days each year to care for a family member or dependent without risking their job security. These days can be taken flexibly in individual or half-days. This Act recognises the importance of balancing work responsibilities with family obligations, ensuring that employees can fulfil their caregiving duties without undue stress.

2.2 This legislation refers to unpaid Carers who care for someone in their home-lives, not for someone working as a professional Carer.

2.3 Being a Carer is separate from caring for a child unless that child has a disability or additional needs.

3 BENEFITS

3.1 Employee Wellbeing and Engagement

Providing this leave option demonstrates our commitment to the well-being of our employees, fostering a positive work environment and increasing job satisfaction.

It helps reduce stress and burnout among employees, leading to improved morale and productivity.

3.2 Compliance with Legal Requirements

Implementation of the Carers' Leave Act ensures compliance with legal obligations and demonstrates our commitment to upholding employee rights.

3.3 Improved Work-Life Integration

Enabling employees to balance their work commitments with caregiving responsibilities promotes a healthier work-life integration, leading to increased job performance and satisfaction.

3.4 Positive Impact on Workplace Culture

This policy fosters a culture of empathy, understanding, and inclusivity, which contributes to a positive work environment.

4 IMPLEMENTATION CONSIDERATIONS

4.1 Policy Development

Update the Caring for Carers' Guidance document that aligns with legal requirements and reflects our organisational values.

4.2 Communication

Communicate the new policy to all employees through multiple channels, including the fortnightly update, intranet (updated document), and line managers to update staff during department meetings.

4.3 Integration with Existing Leave Policies

HR will ensure that the Carers' Leave integrates seamlessly with our existing leave policies.

4.4 Documentation and Record-Keeping

Establish a clear process for employees to request Carers' Leave and maintain accurate records of leave usage. HR will explore this being added to the new HR System.

4.5 National Agreement

The College understands that the sector may decide to nationally create a Curricular around Carers' Leave.

5 EQUALITIES

5.1 This paper recognises a positive action for unpaid Carers.

6 RISK

6.1 The College would be in breach of new legislation, should Carers' Leave not be implemented in line with the legislation.

7 RECOMMENDATIONS

7.1 Members are recommended to:

- note the contents of this report; and
- discuss implementation considerations.

HR COMMITTEE

DATE:	16 November 2023
TITLE OF REPORT:	Quarterly HR Report
REFERENCE:	08
AUTHOR AND CONTACT DETAILS	Gary McIntosh, Head of Human Resources gary.mcintosh@slc.ac.uk
PURPOSE:	Provide the HR Committee with a quarterly update on HR matters.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none"> • note and question the updates relating to Headcount Management, Health and Wellbeing, Employee Engagement, Learning and Development and Employee Relations.
RISK	The following risk is identified: <ul style="list-style-type: none"> • Failure to manage: the headcount; employee health and wellbeing; employee engagement; learning & development; staff teaching capabilities; and employee relations, could result in poor delivery for students.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Successful Students – skilled & knowledgeable staff • Highest Quality Education & Support – valued & enthusiastic staff; high-quality support services; productive partnerships • Sustainable Behaviours – effective leadership and management; excellent governance; continuing professional learning and development; appropriate risk management
SUMMARY OF REPORT:	The report will provide insight into each of the following areas: <ul style="list-style-type: none"> • Headcount Management. • Health & Wellbeing. • Employee Engagement. • Learning & Development. • Employee Relations.

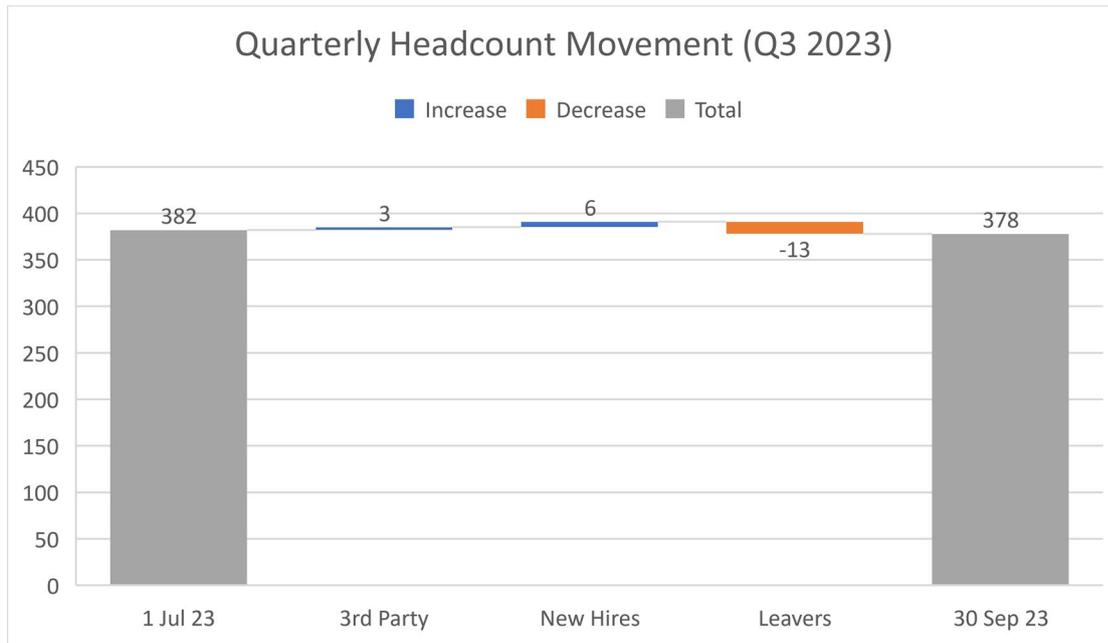
1 INTRODUCTION

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

2 HEADCOUNT MANAGEMENT

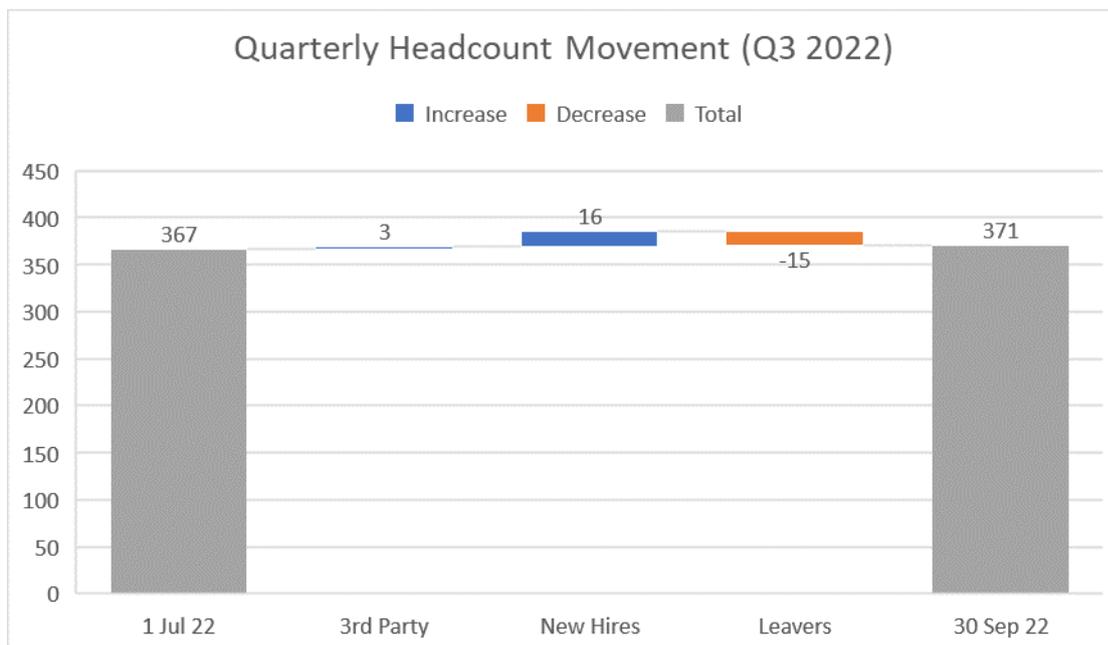
2.1 The quarterly headcount movement is shown in the graph below, which demonstrates a slight movement in headcount over the period, with 3 x 3rd party contractors, 6 new hires and 13 leavers.

2.2 *Chart 1: Quarterly Headcount Movement 2023*



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

2.4 *Chart 2: Quarterly Headcount Movement 2022*



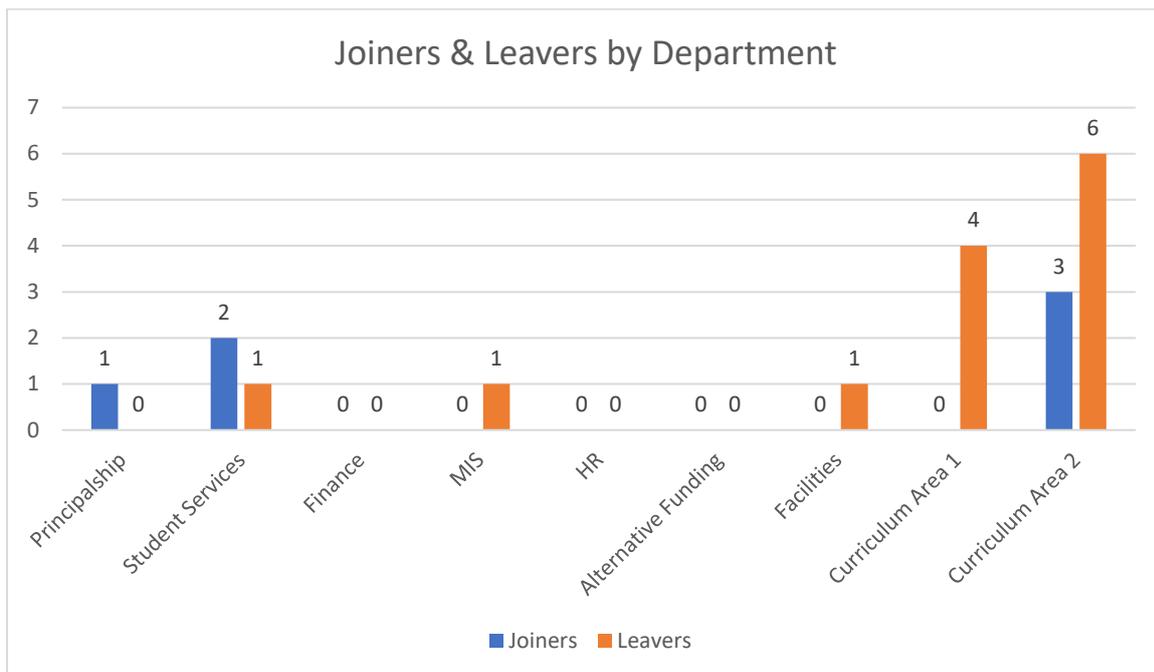
2.5 Recruitment

2.6 Recruitment activities during the period are shown below:

2.7 Table 1: Recruitment

Position	Status
Maintenance Engineer	Appointment made
Student Funding Assistant (Maternity cover)	Appointment made
Lecturer – Quality (Secondment)	Appointments made
Marketing and Communications Manager	Appointment made
Governance and Executive Support Manager	Appointment made
Vice Principal - Finance, Resources and Sustainability	Appointment made
Vice Principal - Learning Teaching and Student Experience	Appointment made
Guidance and Support Advisor	Appointment made
Student Records Administrator	Appointment made
Lecturer – Plastering (0.5 FTE)	Appointment made
Governance Professional	Appointment made

2.8 Chart 3: Joiners and Leavers



3 HEALTH & WELLBEING

3.1 Mental health initiatives continue to be at the forefront of College Health and Wellbeing efforts.

3.2 Wellbeing Initiatives

3.2.1 The onsite Chiropodist remains a popular service, following visits in July, September and October where sessions continue to be in demand. Microsoft Bookings has continued to streamline the management of appointments for staff, reducing the administrative involvement from Human Resources.

- 3.2.2 The College continues to work with Access to Work to ensure employees are aware of the grant that funds practical support for those who have a disability, health or mental health condition. This support accommodates individual needs and ensures all the reasonable adjustments are in place so that the employee can do their job to the best of their ability.
- 3.2.3 The College provides support services to employees through partnerships with PAM Assist (the employee assistance programme) and Access to Work (a mental health support service).
- 3.2.4 The sad loss of two members of staff, at the start of the term in August, was deeply distressing. Pam Wellbeing provided on-site Critical Incident Assistance on two separate occasions, to support colleagues.
- 3.2.5 The College has offered eligible staff a flu vaccination. The College decided to engage with Boots again, allowing more inclusion and flexibility for eligible employees.

4 EMPLOYEE ENGAGEMENT

4.1 Employee Engagement & Internal Communications

- 4.2 College continues to issue fortnightly updates to all colleagues, to provide a platform to raise awareness of College-wide activities. This approach has received positive feedback from staff. It is hoped that once the new Marketing and Communications Manager has been appointed further work will be done on staff engagement.

4.3 Equality, Diversity and Inclusion (EDI)

- 4.4 The College has created a process around workplace adjustments. The purpose of the 'Considering Adjustments Guidance' (currently in draft format) is to promote constructive discussions between employees and their line managers, regarding potential adjustments to workdays, work settings, or work methods. These discussions will be tailored to account for the needs of the College as well as the unique differences and needs of each employee. Both requests for reasonable adjustments and flexible work arrangements encompass elements of employees' legal entitlements. However, the College is committed to promoting inclusivity in the workplace and acknowledges that adjustment requests can relate to an employee's specific circumstances and needs. Therefore, the College takes a proactive approach.
- 4.5 The 'Considering Adjustment Guidance' is designed to empower all employees to discuss their optimal work methods. The process is designed to recognise and honour the legal rights while also striving to cultivate an inclusive culture by addressing additional needs, which may extend beyond disabilities or long-term health concerns. The College will consider workplace adjustments that can bring about positive improvements in an employee's daily work routines, work environments, or work approaches, with due consideration for the needs of the College as well as the unique differences and needs of each employee.
- 4.6 The College is preparing for the [Carers Leave Act 2023](#) which could come into force early 2024. This landmark new workplace law, covering employees in Scotland, England and Wales, will:
- Introduce a new and flexible entitlement to one week's unpaid leave per year for employees who are providing or arranging care for a relative or dependant. These days can be taken flexibly in individual or half days.
 - Be available from the first day of their employment.
 - Allow employees to take the leave flexibly for planned and unforeseen caring commitments.

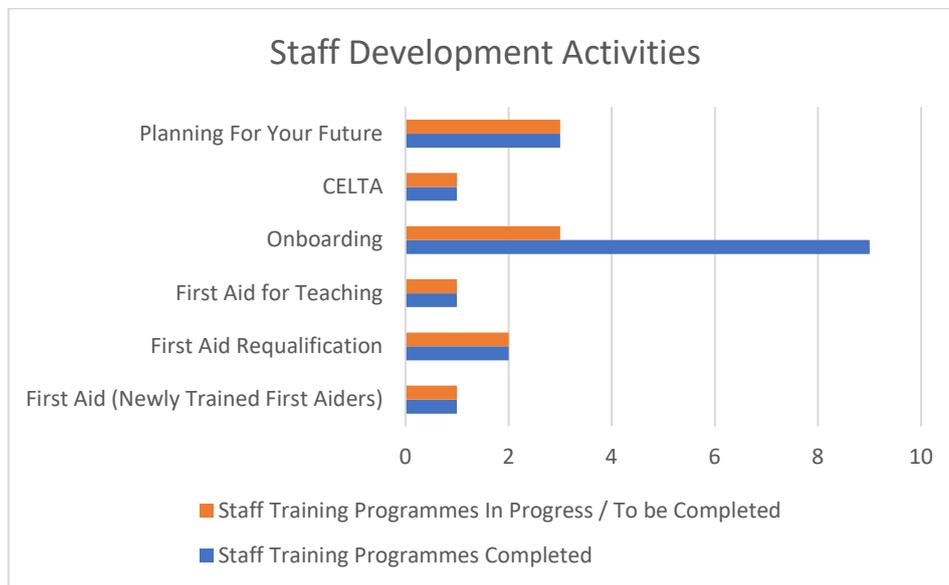
- Offer the same employment protections to employees taking this leave that are associated with other forms of family related leave, meaning they will be protected from dismissal or any detriment because of having taken time off.

4.7 The College, as a Carer Positive Engaged Employer will collaborate with Carer Positive, who will provide guidance on implementing carers leave and other forms of assistance for employees with caregiving responsibilities.

5 STAFF DEVELOPMENT ACTIVITY

5.1 The following graph shows the current learning and development activities across the College. The graph does not include all individual continuing professional development (CPD) requests which are reviewed and undertaken on an ongoing basis, including specific sessions from the staff development day.

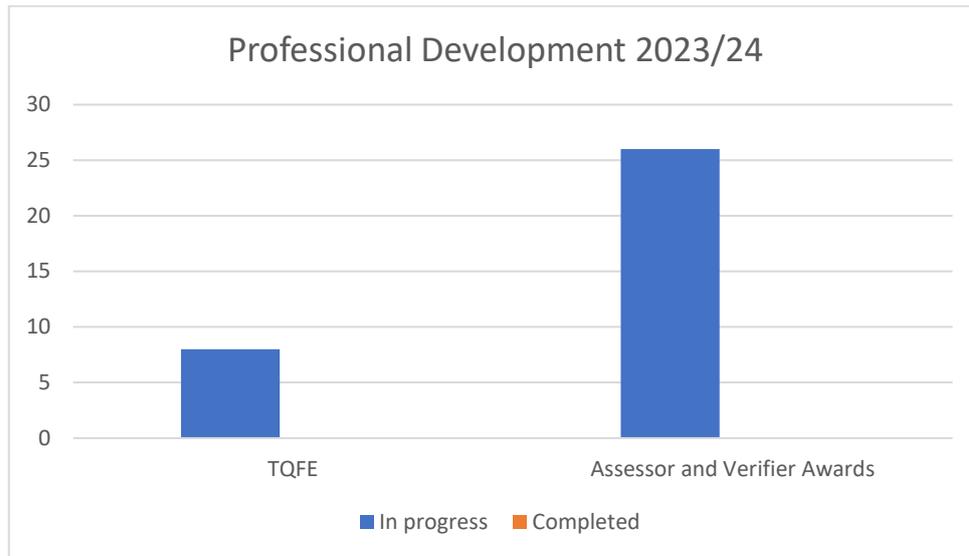
5.2 Chart 5: Staff Development Day Activities



5.3 The new Teaching Qualification in Further Education (TQFE) cohort commenced in September 2023. This is the recognised in-service teaching qualification for FE lecturers in Scotland. The qualification is completed at Degree (SCQF 9) or Postgraduate (SCQF 11) level. There is no Professional Development Award (PDA) cohort planned for 2022/23 as the College is working to review, renew and develop more personalised support pathways for staff on their journey to TQFE.

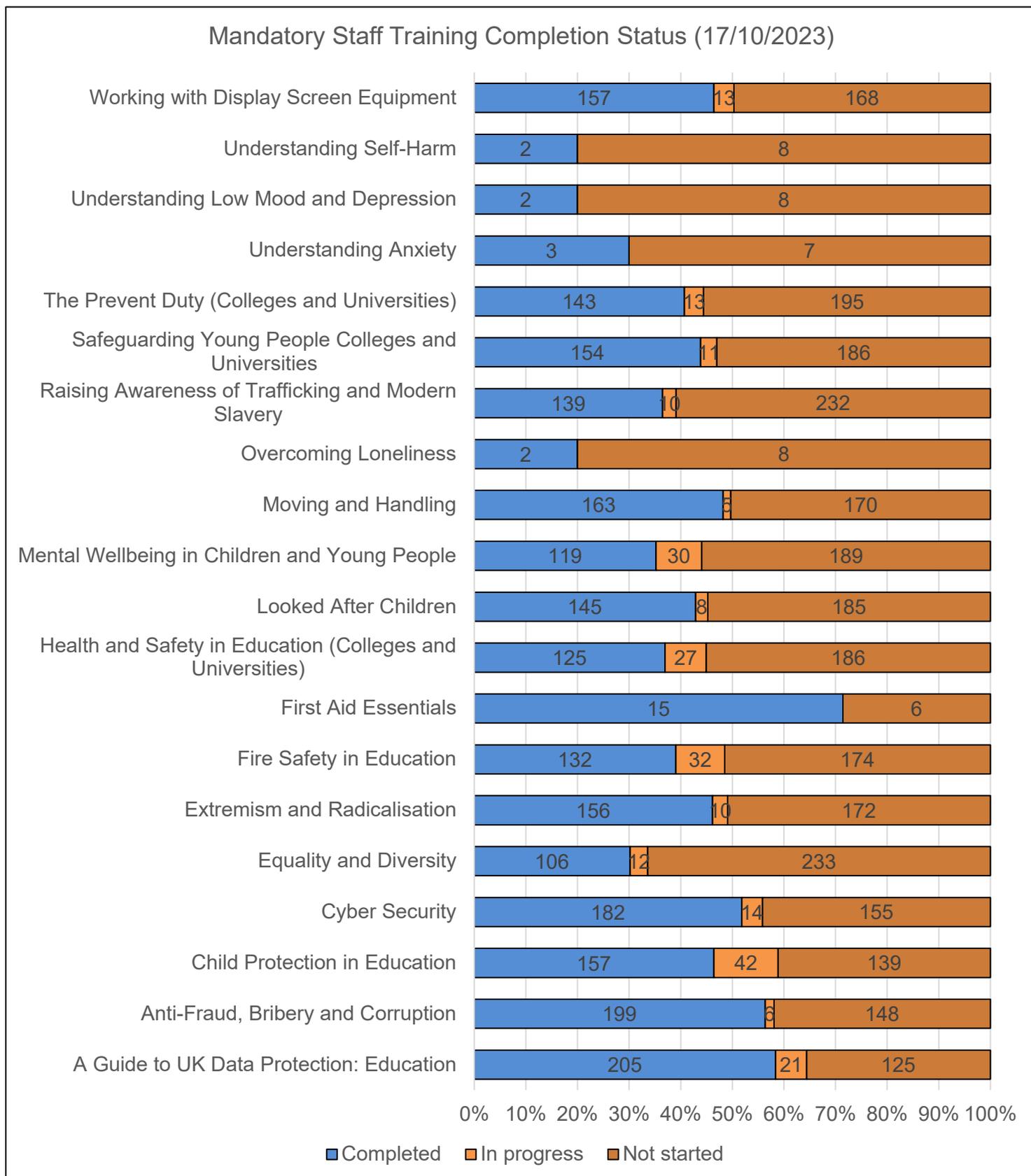
5.4 There will be 26 staff undertaking the Assessor and Verifier Awards this year. These are qualifications for assessors and verifiers of regulated, taught qualifications. They ensure consistency in the application of quality assurance and that occupational competence requirements of lecturers are met. An update on this will be provided at the next scheduled meeting of the Committee.

5.5 Professional Development 2023/24



5.6 The following graph shows the completion status of the new, e-learning mandatory training launched by the College at the start of the current academic year.

5.7 Chart 6: Mandatory E-Learning Completion

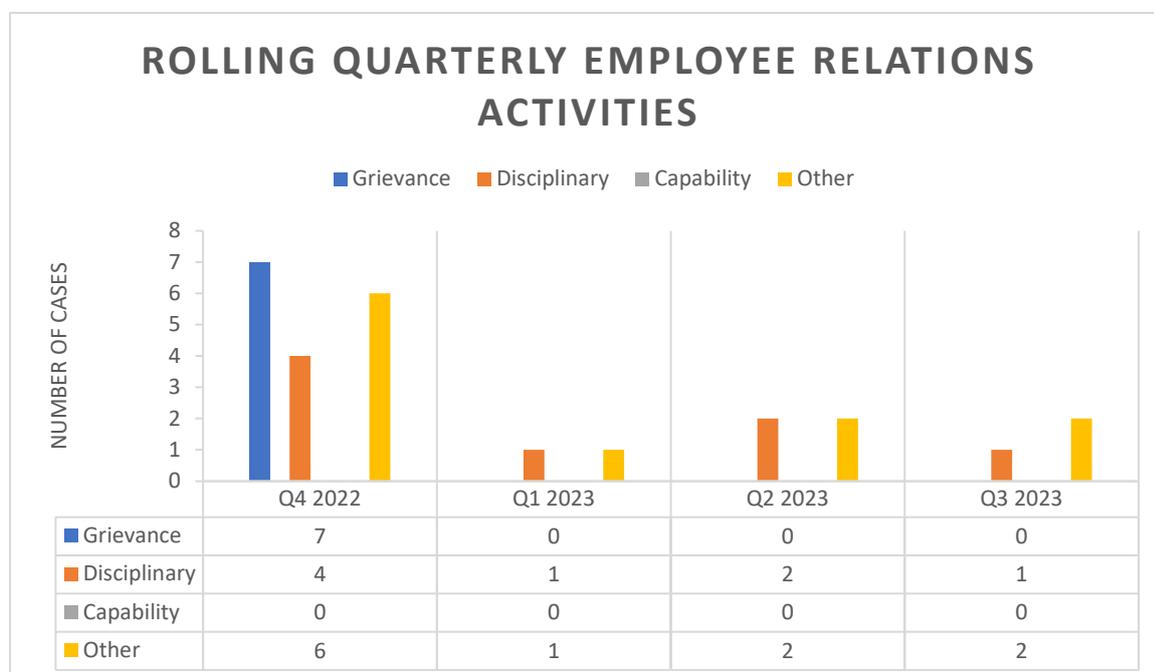


6 EMPLOYEE & INDUSTRIAL RELATIONS

6.1 Employee Relations

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

6.3 Chart 7: Employee Relations Activity



7 EQUALITIES

7.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of this report.

8 RISK

8.1 The following risk is identified:

8.2 Failure to manage: the headcount; employee health and wellbeing; employee engagement; learning & development; staff teaching capabilities; and employee relations, could result in poor delivery for students.

9 RECOMMENDATIONS

9.1 Members are recommended to:

9.2 note and question the updates relating to Headcount Management, Health and Wellbeing, Employee Engagement, Learning and Development and Employee Relations.

HR COMMITTEE

DATE:	November 2023
TITLE OF REPORT:	Quarterly Health and Safety Report
REFERENCE	09
AUTHOR AND CONTACT DETAILS	Craig Ferguson; Head of Facilities & Health & Safety craig.ferguson@slc.ac.uk
PURPOSE:	To provide the Human Resources Committee with a summary of in-year performance to date.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to note: <ul style="list-style-type: none"> • The next planned H&S meeting is on 30th of October; • Mandatory training continuation; • consider and note accidents and first aid update; and • The impact of industrial action and risk assessment.
RISK	<ul style="list-style-type: none"> • That there is a failure to adhere to statutory and legislative health and safety requirements
RELEVANT STRATEGIC AIMS:	<ul style="list-style-type: none"> • Successful Students • Highest Quality Education and Support • Sustainable Behaviours
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • Since approval at the last HR Committee, the H&S Policy has been implemented. • Compliance inspections completed. • The Health, Safety & Environmental Advisor role will be advertised as a full-time position. • Mandatory training has been rolled out and completion is ongoing. • There has been an increase in the volume of minor accidents. • There has been two unplanned fire evacuation in this reporting period. • Industrial action from both Unison and EIS-FELA on 7 and 20 September has meant that the College has reviewed health and safety arrangements on these days and determined that as appropriate and adequate First Aid and Fire Wardens have been identified the College is safe to open.

1. INTRODUCTION

- 1.1 This paper provides an overview of health and safety activity from July 2023 and covers the July to September 2023 reporting period. The next planned College Health and Safety Committee meeting is planned for the 30th October 2023 and will be reported to the Board at the next BOM Sub-committee meeting.

2. COMPLIANCE

- 2.1 The College H&S Policy was updated during the summer break. There were no significant changes worthy of highlight. Minor changes were made and the Principal approved and signed off.
- 2.2 The annual inspection of the Mansafe fall protection systems was completed and certified as safe for another 12 months.
- 2.3 The College's insurer, Allianz carried out the safety inspections of our 4 lifts and Kone followed up rectifying any issues highlighted. They separately inspected lifting equipment and any items identified were corrected by our specialist contractor.
- 2.4 A survey of the College's fire doors was started and is around 60 percent complete. Once completed, the intent is to carry out any necessary repairs.
- 2.5 The College has reviewed the health and safety capacity and, following a job evaluation exercise, will be advertising the Health, Safety and Environmental Advisor role as a full-time position to provide more extensive cover and health and safety.

3. TRAINING

- 3.1 As part of the staff development day in August 2023, the College launched online courses for mandatory training for all staff, including health and safety, first aid and fire warden training.

4. ACCIDENTS AND FIRST AID

- 4.1 The accident reporting period is from July - September 2023 (Annex A). During this period there were twenty-one minor accidents reported, which is an increase of five from the previous quarter. Members should note that there were no RIDDOR incidents. There was a very slight increase and decrease across the range of categories which in turn demonstrates no particular pattern and nothing of concern.
- 4.2 One of the seizure incidents was reported in the last quarter and continues. This is due to issues with the management of epilepsy medication and wider issues. A risk assessment has been put in place for this student to support both them and the First Aid staff. The Fitness to Study Policy will be applied as appropriate, to support the student to complete their course
- 4.3 The Health, Safety & Environmental Advisor is now holding monthly meetings with all staff on First Aid procedures and what the expectations are for all. First Aid procedures have also been sent to all staff via the College Newsletter.

5 HOUSEKEEPING

- 5.1 The Health and Safety Housekeeping inspections have had a minor interruption due to both the summer break and the scheduling conflicts. This is now resolved and will resume shortly, with updates being sent to the HR Committee.

6 FIRE ALARM ACTIVATIONS

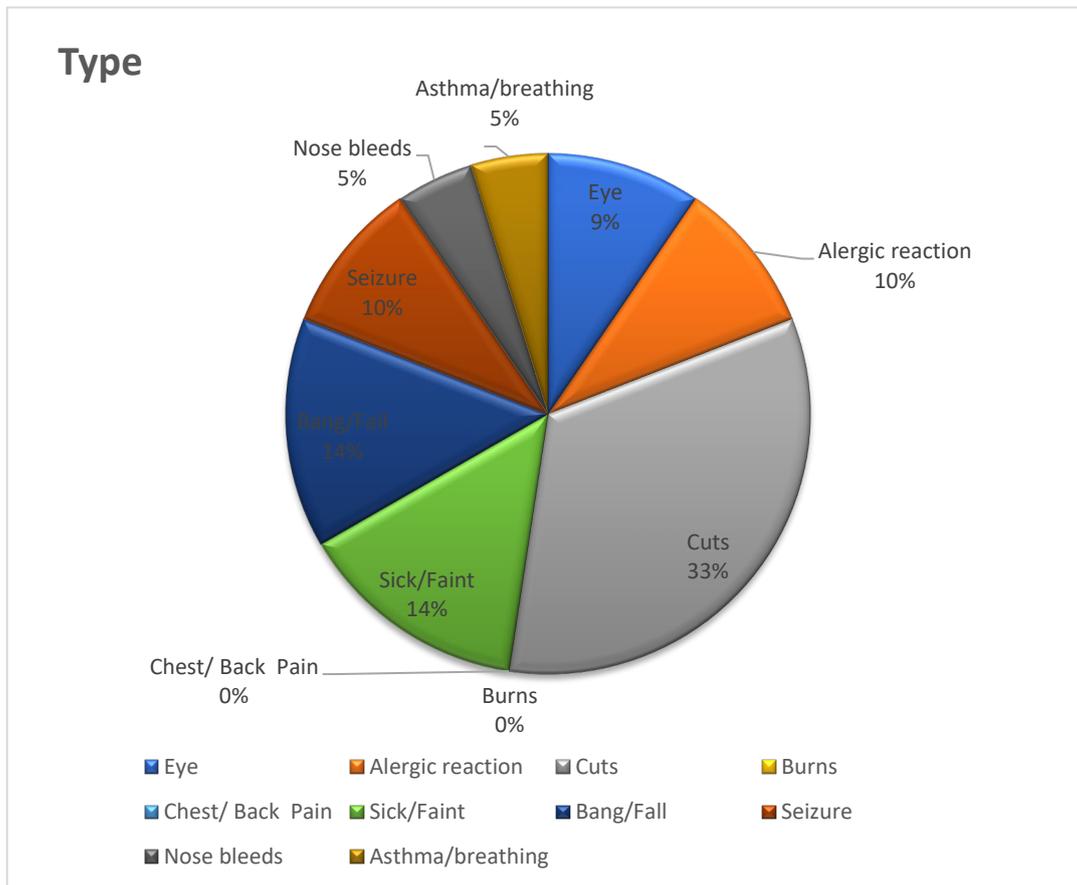
- 6.1 There were two fire alarm activations over the reporting period, which were caused by vaping in a lower ground toilet and spraying air freshener in a ground floor toilet. The College has the responsibility of calling the fire service upon activation being verified as a fire so no call out was requested.

7 STRIKE ACTION

- 7.1 As updated in the last report, national industrial strike action by both Unison and EIS-FELA, took place on the 7th and 20th September 2023. The College has been operational with the Health, Safety & Environmental Advisor, the wider Facilities team and the Leadership Team ensuring appropriate health and safety measures were in place for those days. The College has confirmed that:
- 7.1.1 there was adequate first aid cover;
 - 7.1.2 there was adequate fire warden cover;
 - 7.1.3 there was adequate staff within the building to support college operations and where appropriate amendments have been made, such as opening the College slightly later at 7.45am on the 7th but 6am on the 20th as staffing permitted and
 - 7.1.4 a risk assessment was completed.
- 7.2 Unison under the "The Safety Representatives and Safety Committees Regulations 1977 had requested to see risk assessments, named staff undertaking the above duties. However, under the same act the personal information of staff cannot be shared with the anyone without their express permission.
- 7.3 The Risk Assessment can be viewed at Annex B.

ANNEX A: REPORTING ANALYSIS

1 Chart 1 and Table 1 Minor Accidents



Accident Type	April -June 2023	Previous Quarter
Eye	2	1
Allergic reaction	2	0
Cuts	7	7
Burns	0	0
Chest/ Back Pain	0	0
Sick/Faint	3	2
Bang/Fall	3	5
Seizure	2	1
Nose bleeds	1	0
Asthma/breathing	1	0
Total	21	16

ANNEX B: RISK ASSESSMENT

<h3>Risk Assessment</h3>									
Assessed By: John Dick, Health and Safety Advisor			Today's Date: 01/09/2023						
Location: College Campus			Review Date: 01/10/2023						
Item	Activity	Hazard	Persons at Risk	Existing Control Measures	Likelihood 1-3	Severity 1-3	Risk Level 1-9	Action Required	
1	Carrying out normal College operations during industrial action	First Aid coverage	Staff/Students	Suitable First Aid coverage available taking into consideration reduced personnel numbers in college during the strike action. In addition, any at risk students who require two first aiders will attend remotely.	1	3	3	The College has identified First Aiders who will be on campus during strike days, providing adequate cover. Attending First aiders will be made aware of changes and requirements for the day.	
2	Carrying out normal College operations during industrial action	Fire evacuation coverage	Staff/Students	Fire wardens zones will be covered by the college management team and appropriate staff. Sufficient coverage is available taking into consideration reduced occupant numbers, and known staff on campus. All reporting to G01 confirming area. There is no limitation on fire wardens.	1	3	3	All identified personnel are being reminded of their duties during evacuations.	
3	Use of Annex if required	No enhanced hazard. May be used if required	Staff/Students	All lecturing staff are Fire Wardens, Reception operated as normal if required to be used. The Annexe nor the low carbon house will be in use.	1	3	3	All staff to be made aware of this before the day. Provision has already been made for those classes as needed.	
4	Building Evacuation	Lack of staff due to dispute	Staff/Students	Fire evacuation lift will be staffed, Fire evacuation process and fire service liaison managed as normal.	1	3	3	All staff to be made aware of requirements on the day. SLT will be used and Deputy Head of Facilities and Health and Safety Manager will be on campus and used to call fire services if required. In addition only the main campus will be in use.	
5	Carrying out normal College operations during industrial action	Reduced staffing impacting on the following of college policies and procedures.	Staff/Students	Appropriate coverage of staff has been identified, which means no current practice is impacted. The College operates on campus working approach. Where staff are working off site this has been pre approved and is known to HR, and that there are appropriate support mechanisms in place.	1	3	3	Any staff members working off site are known to HR as part of the normal process in preparing for strike action. HR and staff members have been advised to check in throughout the day as required.	
6	This RA covers dates of Lecturing & Support staff strike action.	Business continuity during strike action	Staff/Students	Support from existing staff members. All required fire & safety position covered by appropriate personnel	1	3	3	SLT, CMs and Facilities staff aware of roles to be carried out in the event of an emergency situation during these days.	

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

To identify the risk level, use this matrix

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

Risk Assessment Form Completion Notes



HR COMMITTEE

DATE:	16 November 2023
TITLE OF REPORT:	Absence Management
REFERENCE:	10
AUTHOR AND CONTACT DETAILS	Gary McIntosh, Head of Human Resources gary.mcintosh@slc.ac.uk
PURPOSE:	Provide the HR Committee with a quarterly update on Absence Management.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none"> • note the contents of this report; and • note the additional information provided in the appendix.
RISK	The following risks are identified: <ul style="list-style-type: none"> • adverse business, employee and student impact of long term and/or frequent absence; and • financial impact of absences.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Successful Students – skilled & knowledgeable staff • Highest Quality Education & Support – valued & enthusiastic staff; high-quality support services; productive partnerships • Sustainable Behaviours – effective leadership and management; excellent governance; appropriate risk management
SUMMARY OF REPORT:	<p>Whilst there is an improvement in the five-year rolling quarterly absence rate at 4.61%, the overall rates are still noticeably higher than benchmark information.</p> <p>Long-term sickness continues to drive these numbers.</p> <p>Approximately salary cost of £66,000 is a direct cost for these absences, which is 692 working days over the quarter. This does not consider the costs of overtime, replacements, impact of service and salary oncosts.</p> <p>The overall absence frequency rate sits at 37%, which is the equivalent of 2.9 days absence for every employee, during the quarter.</p>

1 INTRODUCTION

1.1 This paper seeks to provide members with an overview of Absence Management for South Lanarkshire College for the period of 1st July to 30th September 2023.

2 FIVE YEAR ROLLING ABSENCE DATA

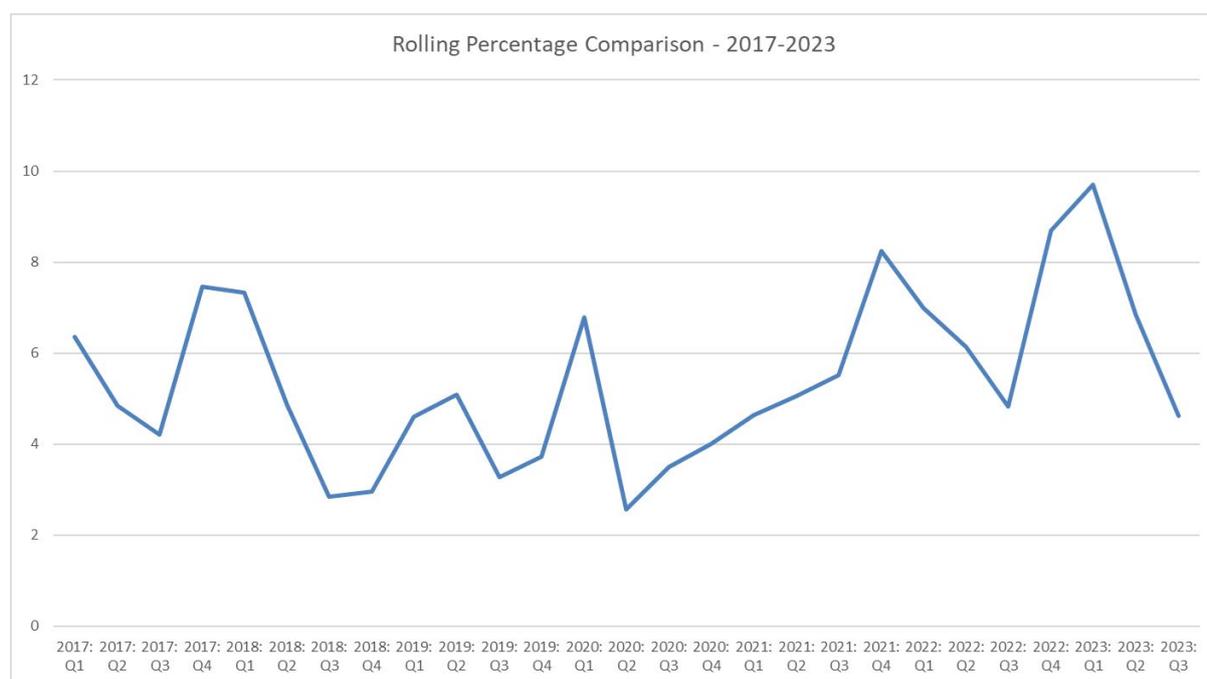
2.1 The College rolling absence percentages are shown in the graph below. The current absence rate has decreased to 4.61%. Absence rates remain above the official average data from the Office for National Statistics (ONS). The table below is updated with the ONS 2021 Absence Rates data:

2.2 Table 1: ONS 2021 Absence Rates

UK	Scotland	Public Sector	Education
2.2%	2.1%	3.0%	2.2%

2.3 Unofficial Scotland Colleges data highlights an average range of between 1.4% and 3.6% for academic year 2020-2021 versus the College average of 4.2%. The average range for academic year 2021-2022 is between 3.13% and 5.5% versus the South Lanarkshire College average of 6.7%. The College anticipates that the introduction of the new Attendance Management and Support Procedure will provide appropriate support for employees and will have a positive impact on these figures.

2.4 Chart 1: Rolling Percentage Comparison



3 DEPARTMENTAL ABSENCE DATA

3.1 The following graph shows that long-term sickness is a key driver of overall absence figures, with 78.76% of absences being longer than three weeks. Comparative data from the Office of National Statistics 2021 Absence report highlights that similar absence categories that are comparable to College Long-Term Absences (categories of “mental health conditions” and “musculoskeletal problems”) are 27.6% of total absences.

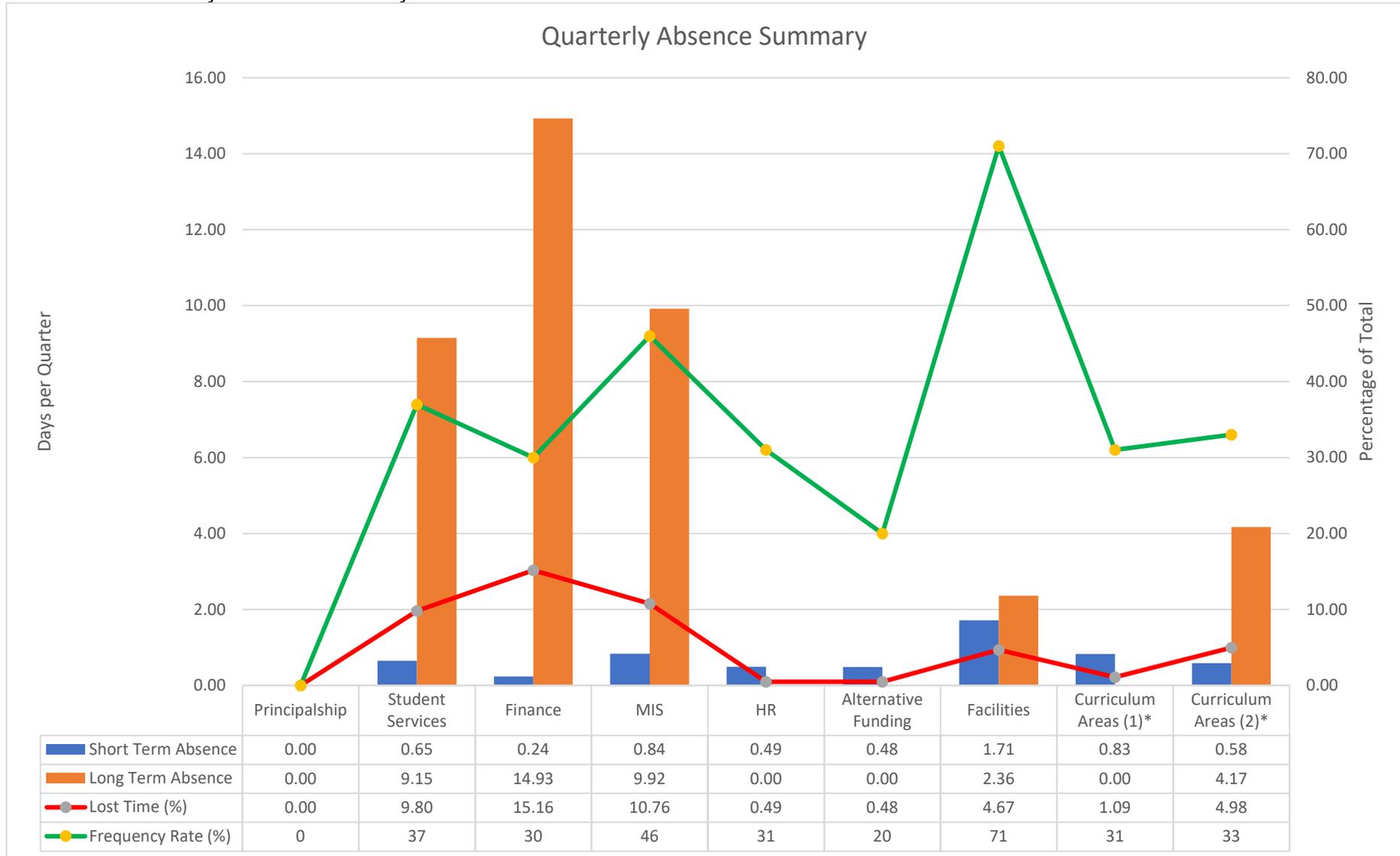
3.2 The graph below also highlights the following:

3.2.1 Lost time (%) per department which expresses the percentage of total time available which has been lost due to absence. The College has lost 4.61% of available working days to absences. The Finance, Information Systems and Student Services teams have higher lost time rates than other areas of the College. The approximate salary cost of lost time is £66,356.16. This does not consider the costs of overtime, replacements, impact of service and salary oncosts.

3.2.2 Frequency rate (%) per department, which is measured as the average number of absences per employee, based on the department headcount and the number of days absence in the department, expressed as a percentage. Facilities and Information Systems teams have higher frequency rates of absence based on headcount due to an increase in the proportionate number sickness instances.

3.3 Further information can be found in Annex 1.

3.4 Chart 2: Quarterly Absence Summary



***Breakdown of Curriculum Areas**

Curriculum Areas (1):
Accounting and Legal
Beauty Therapy and Sport
Early Education and Childcare
Hairdressing and Make Up Artistry
Health and Social Care
Learning Development
Life Science

Curriculum Areas
(2):
Building Services
Built Environment
Business, Management and Media
Carpentry and Joinery
Hospitality, Events and Tourism (inc Horticulture)
Wet Trades

4 EQUALITIES

4.1 Reasons for the absences include a number of protected characteristics. Where applicable, the College seeks professional, medical guidance from Occupational Health to ensure that support and decisions are consider medical reasons.

5 RISK

5.1 The following risks are identified:

5.2 adverse business, employee and student impact of long term and/or frequent absence;
and

5.3 financial impact of absences.

6 RECOMMENDATIONS

7 Members are recommended to:

- note the contents of this report; and
- require further updates to be taken to the Committee for monitoring.

ANNEX 1: ABSENCE MANAGEMENT: STAFF ABSENCE FIGURES

1 STAFF ABSENCE FIGURES

1.1 Table 1: College Overview

Department	FTE	Instances	Days Available	Days Lost	% Lost	Instances per FTE	Days Lost per FTE
Principalship	5.75	0	362.25	0	0.00	0%	0.00
Student Services	21.86	8	1377.18	135	9.80	37%	6.18
Finance	6.7	2	422.1	64	15.16	30%	9.55
CMIS	15.2	7	957.6	103	10.76	46%	6.78
HR	6.5	2	409.5	2	0.49	31%	0.31
Alternative Funding	9.87	2	621.81	3	0.48	20%	0.30
Facilities	26.86	19	1692.18	79	4.67	71%	2.94
Curriculum Area 1	61.4	19	3868.2	42	1.09	31%	0.68
Curriculum Area 2	84.15	28	5301.45	264	4.98	33%	3.14
TOTALS:	238.29	87	15012.27	692	4.61	37%	2.90

APPROXIMATE SALARY COST OF STAFF ABSENCE:

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

£66,356.16

1.2 Table 2: Long Term Sickness (any absence over 3 weeks)

Department	FTE	Days Available	Days Lost	% long-term sickness	No staff long-term sickness
Principalship	5.75	362.25	0	0.00	0
Student Services	21.86	1377.18	126	9.15	2
Finance	6.7	422.1	63	14.93	1
CMIS	15.2	957.6	95	9.92	2
HR	6.5	409.5	0	0.00	0
Alternative Funding	9.87	621.81	0	0.00	0
Facilities	26.86	1692.18	40	2.36	2
Curriculum Area 1	61.4	3868.2	0	0.00	0
Curriculum Area 2	84.15	5301.45	221	4.17	9
TOTALS:	238.29	15012.27	545	3.63	16

1.3 Table 3: Short Term Sickness

Department	FTE	Days Available	Days Lost	% short-term sickness	No. staff short-term sickness
Principalship	5.75	362.25	0	0.00	0
Student Services	21.86	1377.18	9	0.65	5
Finance	6.7	422.1	1	0.24	1
CMIS	15.2	957.6	8	0.84	5
HR	6.5	409.5	2	0.49	1
Alternative Funding	9.87	621.81	3	0.48	2
Facilities	26.86	1692.18	29	1.71	11
Curriculum Area 1	61.4	3868.2	32	0.83	14
Curriculum Area 2	84.15	5301.45	31	0.58	13
TOTALS:	238.29	15012.27	115	0.77	52

HR COMMITTEE

DATE	16 November 2023
TITLE OF REPORT	Industrial Relations Update
REFERENCE	11
AUTHOR AND CONTACT DETAILS	Gary McIntosh, Head of Human Resources gary.mcintosh@slc.ac.uk
PURPOSE:	To update members on industrial relations landscape in the Sector and to inform members that EIS-FELA have lodged a dispute relating to the audit duration into potential over contribution of part-time staff pensions.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to note the contents of this report and its attachments.
RISK	Risks associated with this report, are: <ul style="list-style-type: none"> • an impact on the student experience and student outcomes; • financial impact on employees and the sector; and • reputational damage for the sector.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Successful Students • The Highest Quality Education and Support • Sustainable Behaviours
SUMMARY OF REPORT:	<p>This paper provides an update on sector-wide industrial relations, with regard to ongoing pay award discussions, national job evaluation for support staff and for national facility time.</p> <p>The Pay Award offer has progressed from a two-year deal to a three-year deal. Trade Unions are currently consulting with members, with the exception of GMB who accepted the two-year offer for their members.</p> <p>The National Job Evaluation project is continuing for roles assessed in 2018. Phase two of the project is to then consider role changes between 2018 and current. The latter may be performed locally, with each college using the FEDRA resource.</p> <p>UNISON's National Release agreement is being reviewed for national facility time for people who are college employees. College Employers Scotland are also reviewing the liability</p>

	<p>insurance applicable for this performing national facility time activities.</p> <p>In addition, the local EIS-FELA branch has lodged a dispute relating to the audit duration into potential over contribution of part-time staff pensions.</p>
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1. INTRODUCTION

1.1. This paper provides an overview of the sector's current industrial relations.

2 BACKGROUND

2.1 College Employers Scotland deals with industrial relations at a national level for all colleges in Scotland.

2.2 Currently, they are engaging in various matters, including Pay Awards, Job Evaluation for support staff, and national Facilities Time for trade union representatives. Updates on each of these are below.

2.1.1 UPDATES

2.2 College Employers Scotland have previously offered a two-year pay award (as at September 2022 and September 2023), which both support staff and lecturing trade unions went to dispute over, with subsequent strike action and, for lecturing staff, action short of strike. All industrial action has currently stopped, with trade unions balloting their members for further action. GMB, who are one of three trade unions representing support staff, accepted the two-year offer. A three-year pay award has since been offered (adding an award effective from September 2024) with a caveat of funding from the Scottish Government. Further details are attached in the appendix to this report.

2.3 The national job evaluation exercise for support staff is effective for job descriptions as at 2018. This project continues, with both management and staff side discussing various matters that arise. Following this project, a phase two is planned that includes post 2018 updates to roles. This may be done locally in each College, using the Further Education Development and Role Analysis (FEDRA) resource. Further details are attached in the appendix to this report.

2.4 Nationally, a number of employees are given time to perform national trade union activities. College Employers Scotland is currently reviewing a UNISON national release agreement, as well as reviewing liability insurance that apply to staff performing the national trade union activities.

2.5 In addition, locally, the EIS-FELA South Lanarkshire College Branch have notified the College verbally on 7th November 2023 that, following a decision at their branch meeting, they are lodging a dispute with the College relating to the audit duration into potential over contribution of part-time staff pensions.

3 EQUALITIES

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

4 RISK

4.1 Risks associated with this report, are:

- 4.1.1 an impact on the student experience and student outcomes;
- 4.1.2 financial impact on employees and the sector; and
- 4.1.3 reputational damage for the sector.

4.2 RECOMMENDATIONS

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

Thursday 12 October 2023

Ref: GD/DW

Dear Principal,

Update on National Bargaining

We are writing to you as Director and Chair of College Employers Scotland (CES) to update you on the progress of National Bargaining matters, including pay negotiations and job evaluation.

As you are aware, colleges across Scotland are in an incredibly challenging financial position, having dealt with funding cuts of nearly £52 million in the 2022/23 academic year and the removal of a promised £26m fund from the Scottish Government in the 2023/24 academic year. A recent report from Audit Scotland set out clearly the reduction in government funding and that rising staffing costs are the biggest source of financial pressure for colleges.

Despite these challenges, employers have been actively engaging with both staff groups' trade union representatives, in good faith, since September 2022 to find a fair, yet affordable, pay settlement for college staff that supports them through the current cost-of-living crisis and seeks to protect the sustainability of the college sector going forward. We have set out the most recent progress of these pay negotiations below.

Lecturing Staff

As you are aware, employers made a full and final pay offer to the lecturing staff trade union (the EIS-FELA) for the 2022/23 academic year and the 2023/24 academic year on Thursday 1 June 2023. This pay offer was for **a cumulative and consolidated £2,000 pay rise in 2022/23 and for a further consolidated £1,500 in 2023/24**. This pay offer would have provided an average pay rise of 8% for lecturers. For lecturers at the start of the National Pay Scale, the increase would be nearly 10% to a starting salary of almost £39,000 a year. This was, however, rejected by the EIS-FELA.

Following a joint meeting with the EIS-FELA and the Further Education Minister, Graeme Dey MSP, both CES and the EIS-FELA were encouraged to explore a three-year pay deal, to resolve industrial action and bring stability to the sector. As such, employers have now offered a further 3.5% pay rise in the 2024/25 academic year, on all lecturing scale points, subject to discussions with the Scottish Government on funding.

Employers also provided a form of words which sought to address concerns from the EIS-FELA on compulsory redundancies. As colleges reshape their curriculum offer to meet the needs of students, communities, and employers in line with skills needs and changing demographics, we are not in a position at a national level to give a guarantee of no compulsory redundancies.

However, the Minister has already emphasised in writing to all concerned that any such redundancies should be a last resort. CES agrees and has issued assurances that colleges will make every effort to manage organisational change through voluntary measures.

On Friday 6 October 2023, the EIS-FELA provided its revised pay claim for a consolidated, flat-rated pay rise of £8,000 over three years, on all lecturing scale points, for the academic years 2022/23, 2023/24 and 2024/25. We also anticipate that the EIS-FELA will shortly announce a re-ballot of its members for strike action and ASOS, including a resulting boycott.

Employers would be ready to consider reverting back to the full and final two-year pay offer of a cumulative £3,500 Pay Award to staff across 2022/23 and 2023/24, if the EIS-FELA does not want to seriously negotiate on a three-year Pay Award for lecturing staff. This would allow lecturing staff to be paid the cumulative £3,500 Pay Award they are due for 2022/23 and 2023/24 as soon as possible.

Support Staff

Similar to the lecturing staff, employers made a full and final pay offer to the support staff trade unions (UNISON, GMB and Unite) for the 2022/23 academic year and the 2023/24 academic year on Wednesday 31 May 2023. This pay offer was for **a cumulative and consolidated £2,000 pay rise in 2022/23 and for a further consolidated £1,500 in 2023/24**. The offer would provide an average pay increase of 11% over 2022/23 and 2023/24. For college support staff earning less than £25,000, the pay increase over the two academic years would be around 14%.

While GMB members voted overwhelmingly to accept the two-year pay offer, Unite members narrowly rejected it, and UNISON members have not been formally balloted on it. Therefore, a new, three-year offer, including an additional 3.5% pay rise proposed for 2024/25, has been made to the support staff unions, subject to discussions with the Scottish Government on funding.

As with college lecturers, employers have also provided a form of words aimed at addressing concerns from the support staff trade unions on compulsory redundancies. They have been clear that every effort would be made to manage organisational change through voluntary measures, and that compulsory redundancies would only be used as a last resort.

While the support staff trade unions have not yet provided an updated revised claim, as with the EIS-FELA, employers would be ready to consider reverting back to the full and final two-year pay offer of a cumulative £3,500 pay award to staff across 2022/23 and 2023/24. This would allow support staff to be paid the cumulative £3,500 Pay Award they are due for 2022/23 and 2023/24 as soon as possible.

Job Evaluation

In our joint update in [March 2023](#), we reported that scoring of all posts was now complete and initial ranks orders were issued to colleges earlier this year to commence the Quality Assurance stage of the project. At this Quality Assurance stage, serious concerns were raised by employers on the accuracy of the rank orders, and they determined they could not progress without further significant work being undertaken.

College staff have been incredibly patient for bearing with us through what is a significant but also complex and resource-intensive project. The employers remain committed to finding a positive resolution to the project, working in partnership with the trade unions. The staff side is now seeking a meeting date in November 2023, having advised they are unable to meet this month.

We are also aware of at least one misleading communication circulating in the sector, which claims employers have cancelled meetings and are floating the idea of handing money back to the Scottish Government. This is completely untrue. Employers have, in fact, sought every opportunity to meet with the trade unions over the past 18 months to highlight the risk to job evaluation funding if employers and trade unions cannot find a positive resolution to the joint project.

We would like to assure you that CES will continue to do everything we can to resolve the current pay dispute and the ongoing issues with the job evaluation project as quickly as possible, to ensure that college staff receive the pay they deserve.

Yours sincerely,



Gavin Donoghue
Director of CES



David C Watt
Chair of CES