

## ***HR (Inc. Nomination) Committee***

You are invited to attend a meeting of the **HR Committee** to be held on  
**Tuesday 18 November 2014 in Room A202, Alloa Campus at 4.30 pm.**

Refreshments will be available from 4.00 p.m.

### **Agenda**

1. Declarations of Interest

#### **FOR APPROVAL**

2. Minutes of meeting of 17 June 2014

#### **FOR DISCUSSION**

3. Matters Arising

- a) H/13/010 Pay Negotiations
- b) H/13/017 Health, Safety and Sustainability Update
- c) H/13/018 Board of Management Transitional Arrangements

4. Update on National Bargaining Andrew Lawson
5. Health and Safety Update Claire Shiels
6. Staff Development 2014/15 Steven Still
7. Staffing Establishment Update Steven Still  
(Paper 7 is withheld from publication on the Forth Valley College website under  
Section 38 Personal Information of the Freedom of Information (Scotland) Act 2002.)
8. HR Effectiveness Internal Audit Report Andrew Lawson
9. Review of Risk
10. Any other competent business

#### **FOR INFORMATION**

Programme of Committee Business



## **HR (Inc. Nomination) Committee**

<b>Location:</b>	<b>S1.19, Stirling Campus</b>
<b>Date:</b>	<b>17 June 2014 (commencing at 4.30pm)</b>

**Present:** Dr Bill Blair (Chair)  
Ms Beth Hamilton  
Ms Elaine McGeorge  
Mr Nigel Scott

**Apologies:** Mrs Fiona Campbell

**In Attendance:** Mr Andrew Lawson, Associate Principal HR and Student Services  
Mr Steven Still, Human Resources Manager  
Mrs Irene Kane, Executive Administrator

**H/13/023      Declarations of Interest**

No declarations were made.

**H/13/024      Minutes of Meeting of 17 June 2014**

The minutes of the meeting of 18 March 2014 were approved as an accurate record.

**H/13/025      Matters Arising**

a) H/13/010 Pay Negotiations

The Associate Principal HR and Student Services reported that the EIS teaching have accepted the offer. Negotiations with Unison support staff still ongoing. They were offered 1%, reviewed 2% increase, rejected with show of hands. Further meeting set up and Unison going to postal ballot. An update will be brought to the next meeting of the Committee.

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

The Chair said that the Head of FM and Health and Safety and her team did good work and the reports to the committee were comprehensive and excellent. Due to time pressure on this occasion, it had been agreed to take the current report as read. The Committee agreed that unless there were urgent items, updates were not necessary at every meeting.

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

Members had requested clarity on the terminology used in the paper on different types of Board, e.g. what were Assigned Colleges. This was provided in the For Information papers.

**H/13/026 Staff Development**

The Human Resources Manager presented a report on the staff development programme for Session 2014/15. He informed the committee that this will focus on training for academic staff in August 2014 and support staff separately in February 2015. The change to offer separate staff development days for academic and support will allow for a better uptake of staff development for support staff at a more appropriate time in the year. The events will be closely monitored to identify improvements and future development areas.

In depth discussion took place regarding the types of staff development being provided and it was agreed that the proposed staff activity was an excellent way forward.

a) Members noted the content of the report

**H/13/027 SFC Staff Performance Indicators**

The Human Resources Manager reported that Scottish Funding Council (SFC) performance indicators (KPIs) are a requirement which the college must complete annually. After discussion it was agreed that it would be helpful if the data report was provided to the HR Committee following the "staffing return" being submitted to SFC. This report should be presented annually and compare the last five years.

a) Members noted the content of the report

**H/13/028 Absence Reports**

The Human Resources Manager provided an update on the College absence statistics for 2013/14 and outlined the traffic light system used to highlight reasons for absence. The FE Sector average is approximately 3% and over the last five years College absence has fallen. Absence is also recorded electronically which has ensured accurate recording.

Members enquired as to the College's provision of employee support (e.g. occupation health). The Human Resources Manager advised that a variety of support measures are in place for staff and that the overall reduction in absence is due to several contributing factors, such as improved monitoring and welfare and supportive measures such as occupational health and employee counselling service.

a) Members noted the content of the report.

**H/13/029 Update on National Bargaining (Verbal)**

The Associate Principal HR and Student Services reported that working groups are now in place and will be meeting in September. It was agreed that an update be provided for the next meeting.

a) Members noted the content of the update

**H/13/030 Review of Risk**

Members noted that Unison pay negotiations continue to be a risk to the College.

**H/13/031 Any Other Competent Business**

**Staffing Establishment Update**

The Associate Principal HR and Student Services provided members with an update on staffing. The Principal has taken the opportunity to review the titles of the Senior Management Team who are each now both Associate Principal and Executive Director. Following a recent successful interview process Colette Filippi has been offered the post of Associate Principal and Executive Director – Business Development with an immediate start date.

A member queried the sudden spike between February and April for the Department of Hospitality and Salon Services on the report provided. It was confirmed that this was due to seasonal working requirements in the Gallery restaurant, Stirling Campus.

The Associate Principal HR and Student Services indicated one major change in staffing. The Head of Applied Science and Computing is leaving the College to take up a post in another organisation. The Department will be merged with two other Departments in the College and a revised Head of Department Post advertised internally.

**Programme of Committee Business**

It was agreed that the Head of HM and Health and Safety be invited to the next meeting to provide a report.

The Chair of the Committee reminded informed members that this would be his last meeting as Chair, as his mandate as Board member expires in July. He wished to record his thanks to everyone he had worked with on the HR Committee - Board colleagues past and present, members of the SMT and the Executive Office, and all the relevant College staff who had contributed in many different ways to the meetings.

## HR (Inc Nomination) Committee

<b>Subject:</b> Update on National Bargaining	<b>Agenda Item:</b> 4
<b>Date:</b> 18 November 2014	<b>FOR DISCUSSION</b>

### 1. Purpose of Report

The purpose of this report is to provide the Committee with the current position regarding National Bargaining for the sector.

### 2. Recommendation

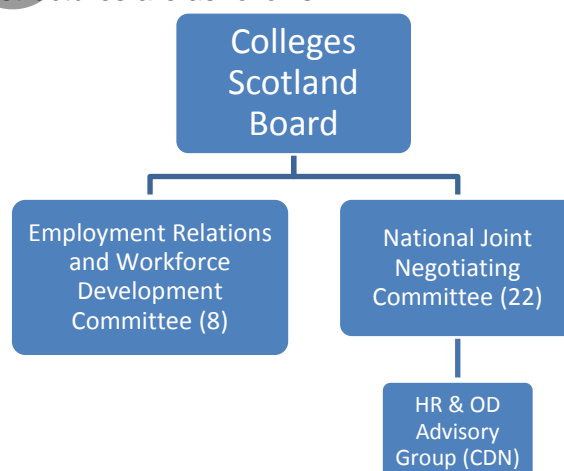
It is recommended that the HR Committee note the current position and discuss risk implications for Forth Valley College.

### 3. Background

As a result of the Scottish Government policy decision to re-introduce national collective bargaining for the college sector, the current position is that the following two committees have been established:

- The Employment Relations and Workforce Development Committee (ERWFD) – this is a committee of the Colleges Scotland Board (CSB);
- The National Joint Negotiating Committee – College Staff (NJNC-CS), with two sub committees, which can be delegated to deal with specific conditions for lecturing staff and support staff. This committee and its sub committees are part of the national bargaining machinery. Whilst each of the two committees has a specific separate remit it is important that communication and links are established for both to work effectively.

The Committee structures are as follows:



It is an aspiration of the NJNC-CS Staff Side to conclude a national pay agreement for 2015/16 therefore data gathering is an immediate priority. A joint trade union / management group has been identified for this purpose.

#### **4. Approach**

##### **The ERWFD Committee (Colleges Scotland Board Committee)**

This committee may consider:

- Salaries and terms of conditions of service
- HR metrics and performance measures
- Job Evaluation
- HR benchmarking
- Advise the NJNC-CS

##### **NJNC-CS (National Joint Negotiating Committee – College Staff) (12 Union 10 Management)**

- To consider and negotiate salaries and conditions of service
- To ensure that the outcome of negotiations are secure and maintain sustainable and fair levels of remuneration
- To create a salary structure and conditions of service which recognise and reward a highly motivated workforce dedicated to the delivery of a high quality vocational education service

##### **HR/OD Advisory Group**

A data gathering group has been established through the HR/OD Advisory Group. This group has three members of the HR/OD Advisory Group, and the Staff Side of the NJNC-CS has been invited to select three members to form this group. The group will concentrate on gathering data that will be shared with all of the parties on the NJNC-CS. Progress on its work will be reported to the College Principal's Group (CPG) and any final report prepared by the group will be available to the CPG. This progress will be one element of the evidence base on which the CPG can provide recommendations to the CSB.

#### **5. Key Considerations**

The Board of Colleges Scotland is required to give a clear steer to colleges on the timescale for agreement on a new RPA, and at what point college boards of management should stop entering into negotiations on the items to be transferred to national level. It will also need to communicate a policy decision to colleges on the steps to be taken by colleges in preparation for and following agreement of the new national RPA. This will include a direction from each College Board to their local Joint Negotiating Committee (JNC) to:

- cease negotiation on specific topics from a given date
- table a specific paper on the transfer of negotiating rights to the national committee on the agreed topics on the given date
- record the formal agreement of the transfer of the topic to the NJNC-CS

Each college will then be required to send out a communication to all of their staff confirming that through collective agreement locally in each college, it has been agreed to transfer negotiating rights on these topics to the NJNC-CS. A form of words will be agreed nationally to be incorporated into the contracts of employment for new and existing staff.

The CPG has also expressed concern regarding the financing of any national pay award which will affect each college differently depending on their own financial position and in light of the labour market in which they operate. At the request of the CPG this is being considered by the Board of Colleges Scotland.

## 6. Conclusions

In the meantime employee relations with the recognised unions within Forth Valley College will be:

- Status quo – no change
- Operate under local terms and conditions as normal
- Maintain LNCC & JCC meetings with recognised Unions
- Relationship with recognised unions maintained

7. **Risk Analysis** – High – There is a risk of significant impact on College finances and operations. The College continues to liaise with sector representatives on this issue,

<b>Author:</b> Andrew Lawson	<b>SMT:</b> Andrew Lawson
<b>Date:</b> 27 October 2014	<b>Date:</b> 27 October 2014

## HR (Inc Nomination) Committee

<b>Subject:</b> Health, Safety and Sustainability Update	<b>Agenda Item:</b> 5
<b>Date:</b> 18 November 2014	<b>FOR DISCUSSION</b>

### 1. Purpose of Report

To provide the HR Committee with an update on the Health and Safety performance and Sustainability developments towards the end of the college session 2013-2014 and the key objectives planned for the college session 2014-2015. The update includes the following;

- Performance against the Health and Safety Committee key performance indicators;
- Progress relating to the sustainability performance indicators (**Appendix A**)

### 2. Recommendation

- To note the continual improvements with health and safety and associated performance indicators.
- To note the positive developments illustrated on the key performance indicators and within the college sustainability agenda.

### 3. Background

#### Health and Safety

A positive health and safety culture in any organisation should include the following five key areas. This report offers the college position against each of these areas. All objectives are listed and tracked through the Estates Operational Plan and Health and Safety Risk Register.

- Accident and Incidents
- Statutory Obligations
- Competency and Training
- Occupational Health
- Safety Culture

In addition to the Estates Operational Plan, the College has a series of scheduled safety audits/inspections and carries these out in conjunction with the College TU HS Representatives. Actions from these visits are captured on the HS audit tracker on Sharepoint.

#### Sustainability

The Sustainability Committee continues to agree, develop and monitor the sustainability key performance indicators for the College. This group is now well established and will continue to meet approximately three times per annum, to continue to progress the sustainability



initiatives which includes waste, travel, energy, curriculum, printing, Fairtrade, health and wellbeing. The meetings and related documents are all held within SharePoint. The performance indicators, used to monitor and measure progress, have been provided within Appendix A. It is important to note that the indicators are set, monitored and progressed by each “owner” within the Sustainability Committee.

#### 4. Key Considerations – Health and Safety Key Performance Indicators

The College Health and Safety Committee monitors 2 key performance indicators.

- **Accidents/ Incidents** - To maintain or reduce college accidents/incidents in line with the baseline. The baseline for 2014-2015 has been set at 131 p/annum which is an average of the last 5 years statistical data. Quarter 1 figures were 30 incidents which is an improvement on last years quarter 1 of 33 incidents.
- **Absence** - To maintain within the current sector average for employee absence statistics (2013 CIPD Figure is 10.2 days p/person p.a) Scottish FE sector data collated by the HR DN Group currently indicate a 3.2% average. The College figure for quarter 4, 2013-14 was 2.85%, better than target.

#### Accidents / Incidents Current Data Compared with Last Years Data

The table below illustrates the annual performance for 2013-2014 compared to previous figures from 2012-2013. In addition, the first quarter figures for 2014-2015 are also illustrated. Our previous benchmark was 141 incidents p/annum and we have reduced this to 131 p/annum in line with our continual improvement.

2012/2013	Bruise/ Abrasion	Burn/ Scald	Crush/ Injury	Cut/ Laceration	Electric Shock	Eye Injury	Fracture/ Dislocation	Other	Puncture Wound	Sprain	Sting	RIDDOR*	Total	Medical	Horseplay	Near Miss
Aug- Oct	9	9		16		3		1	3	9	2		52	23		5
Nov - Jan	9	3		13	2	2	1	2		6		1	39	21	2	6
Feb - April	8	3		15		4	2	2		4		1	39	14		3
May - July	7	1		3		1		1	2	4		1	20	9		3
<b>Total</b>	<b>33</b>	<b>16</b>	<b>0</b>	<b>47</b>	<b>2</b>	<b>10</b>	<b>3</b>	<b>6</b>	<b>5</b>	<b>23</b>	<b>2</b>	<b>3</b>	<b>150</b>	<b>67</b>	<b>2</b>	<b>17</b>
2013- 2014	Bruise/ Abrasion	Burn/ Scald	Crush/ Injury	Cut/ Laceration	Electric Shock	Eye Injury	Fracture/ Dislocation	Other	Puncture Wound	Sprain	Sting	RIDDOR*	Total	Medical	Horseplay	Near Miss
Aug- Oct	8	4		7		1	3	2	1	6	1		33	21		4
Nov - Jan	6	8		16		3	1	3	1	5			43	23		6
Feb - April	9	5		8				3	1	2		1	29	23		1
May - July	6	1		7		1	1	1		2			19	11		2
<b>Total</b>	<b>30</b>	<b>18</b>	<b>0</b>	<b>38</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>9</b>	<b>3</b>	<b>15</b>	<b>1</b>	<b>1</b>	<b>125</b>	<b>78</b>	<b>0</b>	<b>13</b>
2014- 2015	Bruise/ Abrasion	Burn/ Scald	Crush/ Injury	Cut/ Laceration	Electric Shock	Eye Injury	Fracture/ Dislocation	Other	Puncture Wound	Sprain	Sting	RIDDOR*	Total	Medical	Horseplay	Near Miss
Aug- Oct	9	2	2	6	0	0	0	2	1	8	0	0	30	32	0	37

## **Incidents/ Accidents**

There were no RIDDOR 1 reportable incidents for quarter 4 of 2013-14 or quarter 1 of 2014-2015.

The number of incidents within the “sprain” and “cuts/laceration” category continues to be a focus for the college. These mainly result from the sports activities and hospitality activities respectively. Trend analysis is completed within the Health and Safety Operational Team meetings to illustrate what further actions can be taken to mitigate future incidents. This is in addition to the immediate reactive measures taken for each incident reported.

The first quarter reported 30 incidents which is a reduction on last years first quarter figures. This positive reduction keeps us within the annual target of 131 incidents.

## **Absence**

Absence statistics are reported to the HS Committee as one of the key performance indicators. The quarter four figures for 13/14 confirmed an annual absence rate of 2.85%, lower than the previously projected figure of 2.91%. This equates to 3735 lost days out of 131,030 working days available. This figure continues to remain below the sector average of around 3.2%.

Absence figures from the start of session 13/14 saw a small increase in October 13 (2.81%), this was due to the previous year being lower (2.55%) than the average of 2.90%. January and March 14 recorded sharp increases in levels of short term absence due to seasonal affects such as cold and flu. April 14 recorded an unusually high absence percentage of 3.06% against 1.98% the previous year. This unusually sharp increase was mainly due to a spike in long term absence which reduced the following month. Despite April – July 2014 having higher absence rates than last year we still remain below the sector average, estimated at 3.2%. It is important to note that 12/13 was the lowest recorded absence rate (2.65%) in the past 6 years.

The figures for session 2014-15 will continue to be recorded against the sector average, currently 3.2%

## **4.1 Health and Safety Progress is progressed and monitored through the Estates Operational Plan.**

The Operational Plan covers the outcomes and objectives for health and safety, facilities and sustainability and feeds into the college wide plan.

A brief summary of the health and safety statutory requirements is given below.

- **Health Surveillance**

The Health and Safety Co-ordinator continues to oversee the statutory requirements for the health surveillance of employees, to identify, assess and monitor employees who are exposed to risks at work, which may affect their health. Health Surveillance is carried out at college by health professionals and this provision ensures that the college remains compliant, whilst also supporting the health and wellbeing agenda. Appointments are held regularly in accordance with the health risk register and categorised. (Audio, Skin, Respiratory, HAVS<sup>2</sup>)

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<sup>1</sup> Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013

<sup>2</sup> Hand Arm Vibration Syndrome

- Health Surveillance has been schedule again for November. Approximately 104 members of staff have an appointment. Reasonable adjustments are made for any individual who has a negative outcome from their health appointment and regular follow up appointments are carried out to review the situation to a positive result.
- Fire Warden Refresher training being carried out – 26th September, 31st October and 28th November 2014 – 2 sessions at each campus plus a practical session at each campus.
- Fire Drills have been carried out on each campus.
- Personal Emergency Evacuation Plans (PEEP) reports continue to be completed weekly to communicate PEEP requests to departments.
- PPE checks have being carried out on all campuses and reported full compliance.
- Apprentice Audits are being carried out on site at INEOS – first audit was completed on 24/09/2014 and the next scheduled for 26/11/2014.
- The Fire Service used the Middlefield building as a practice base on the 01/10/2014 for training the squad within a real building. This was extremely successful in demonstrating continued community partnerships.
- The H&S Department have carried out audits within the Business Development Department and the Estates and Facilities Department, in conjunction with the HS TU Representatives. The schedule for 2014-15 will capture all campuses and departments over the coming year.
- Housekeeping inspections were carried out at all campuses and this included checking the individual desks within workrooms to ensure they comply with the Display Screen Equipment Regulations. Compliance issues were few, but have been passed to the Heads of Departments for action.

## **Audits**

The College Health and Safety Department has been audited by three different parties recently.

- 1) Baker Tilly – external auditors for the College carried out a review of the current FES FM maintenance contract. The audit was successful and included reviewing the safety aspects of the contract maintenance. There were a few recommendations which mainly referred to the strategic planning and these have been provided to SMT for discussions.
- 2) Syngenta carried a compliance safety audit for the apprentices we currently train within our workshops at Falkirk. The audit was carried out in the spirit of partnership on the 29/10/2014. Some recommendations were made to update our documentation within the workshops however the college was praised for its facilities, incident recording system and PPE compliance.
- 3) Riskstop Insurance Consultants were appointed by the college insurer Allianz to audit the Falkirk Campus and carried out this audit on 3/11/2014. The audit included a review of the health and safety systems which was received positively. There was also an aspect of reviewing previous recommendations and touring the college to review fire safety and general housekeeping. There were one or two minor verbal recommendations, including frequently cleaning the kitchen filters and the safety management of cash on site. A full report is awaited.

## 4.2 HS Competent Persons

The college continues to maintain a “health and safety competent persons list” for all key health and safety roles within departments. These continue to be reviewed to ensure that requirements and provision are sustained across all campuses.

The College recognises the importance of providing information, instruction and training to staff. To support this, the college plans to combine the mandatory health and safety training requirements into the PRD system. This will provide a training “diary” for the individual and also create the health and safety profile for their role and include a mixture of on-line and face to face courses. This process is being driven by Information Systems and HR, and progresses from the launch of the new SD1 process being the first stage of this new on-line system. Tests are currently under way to ensure the Moodle on line training results can filter through to the college enquirer system.

### Health and Safety Culture

The College continues to build on the positive health and safety culture established over the past few years. In addition, the college continues to engage with partners and stakeholders by participating in a host of partnerships. GCSA meetings (Grangemouth Contractor Safety Association) led by INEOS, the community Police, attending the Contest Protect (counter terrorism) meetings, Falkirk Council Sustainability Group, The Central Scotland Safety Forum and the Apprentice Forum Meetings.

The Estates Operational Plan is a key document in the co-ordination of outcomes and objectives. In addition, the Risk Registers for Health and Safety and for Estates and Health and Safety are regularly reviewed to progress measures for controlling risk.

## 5. Risk Analysis – Low

The College risk remains low due to the support of all staff and the sound safety management operated in compliance with the established health and safety procedures.

<b>Author:</b> Claire Shiels	<b>SMT:</b> Tom Gorman
<b>Date:</b> 05/11/2014	<b>Date:</b> 05/11/2014

## Appendix A - Sustainability Performance Indicators 14-15

The following performance indicators will be used to satisfy both the future feedback to the EAUC<sup>1</sup> and future review of the [College Sustainability Statement](#). The progress of these indicators will be tracked on the [Estates Operational Plan](#) and reviewed by the Sustainability Committee.

Sustainable Factor	Target to be achieved by July 2015	Baseline	How will this be measured?	Responsibility for Reporting against the PI	Current position ( for review May–June 2015)
<b>WASTE</b>					
Waste Ratio	Aim for 80% recycling to 20 % landfill (confirmed)	65% recycling to 35% landfill	Reports received from waste contractor via FES FM	FM Co-ordinator – P Donaldson	
<b>TRAVEL</b>					
Strategic Travel Management Plan; Travel Mileage claimed;	5% Reduction of business travel claimed (incl. college cars) and carbon used	Target Mileage at 12-13 was recorded as 297,050 miles	Travel Expenses Claims; College vehicle mileage records	Finance FM Co-ordinator – P Donaldson	
<b>SUSTAINABLE ESTATES</b>					
BREEAM <sup>2</sup>	Achieve a post occupancy “Excellent Rating” for new campus builds (confirmed)	Based on BREEAM 2010 submissions – Alloa Complete	Post occupancy external consultant will assess compliance- Stirling Documentation to be confirmed.	Head of FM and H&S – C Shiels	
<b>ENERGY CONSUMPTION</b>					
Reduce Carbon Emissions for Utilities	Progressive Target of 25% reduction in tCO <sub>2</sub> by 2020 (relating to gas, electric) (confirmed)	Baseline 2008/09 figure 2873.35tCO <sub>2</sub>	Energy supplier monthly statements	Head of FM and H&S – C Shiels	2012/13 = 2632.39tCO <sub>2</sub> 2013/14 = 2379 tCO <sub>2</sub> ( cumulative at Aug 14 17.2% reduction)

<sup>1</sup> Environmental Association of Universities and Colleges

<sup>2</sup> Building Research Establishment Environmental Assessment Method

FAIRTRADE					
Sustain Fairtrade status for the College;	Deliver the Fairtrade Fortnight & 2 x Fairtrade Meetings p.a (confirmed)	Fairtrade Renewed August 2014	Fairtrade Folder of Evidence on SharePoint.	Fairtrade Co-ordinator – Lisa Hachemi	
SUSTAINABILITY IN THE CURRICULUM					
<b>Sustainability Learning Strategy;</b> 1) Departments to increase opportunities for learners to embed their understanding of sustainability issues by 2014/15. (include citizenship and employability)	a) Listening to Learners reflects understanding of sustainability across the curriculum; Target 75% of learners to acknowledge understanding.	Listening to Learners: Sustainability awareness in 2012-2013 was confirmed as 46%	Analysis of Listening to Learners Focus Group feedback.  Measured by Department self-assessments against Learning Strategy	Associate Principal and Executive Director Learning and Teaching – SMT Fiona Brown	
2) Key Departments increase student understanding of sustainability;	2a) Core and Essential Skills Departments. Increase number of non advanced students achieving sustainability understanding from previous year. Aim for 50%.	2a) FVC Core and Essential Skills achieved awareness approx. 30% of students	Measured through the Department Developed Moodle Quiz	Core Skills- Kim Reid	
	2b) Access & Progression Increase the number of certificates issued for sustainability awareness. (confirmed 28.10.14)	2b) 354 certificates during 13-14	Sustainability embedded in some LDW workshops, mainly through Fairtrade workshops.	Access & Progression Linda McPherson	

<b>ETHICAL PROCUREMENT OF GOODS AND SERVICES</b>					
Undertake an annual review of the College's effectiveness and compliance of its sustainability procurement targets.	Attain Level 2 of the Flexible Framework (confirmed 27.10.14)	Level 1 of the Flexible Framework 2011-2012	Measured by APUC against the Scottish Government Flexible Framework Criteria	Procurement Manager P Johnstone	
<b>PAPER CONSUMPTION</b>					
Paper consumption from the print unit.	To reduce print unit figures by 5% on year 2013 in line with the development of on-line learning materials	2013 figure was 3,317,919	Print Unit equipment production figures	Marketing Manager – L Condie Print Unit Co-ordinator – S Smith	
<b>COLLEGE SUSTAINABILITY STATEMENT – ADDITIONAL INDICATORS</b>					
Employee Awareness / Levels of training and information for staff	50% of all staff to complete Moodle training course – as part of their PRDs or Staff Development week. “protecting the environment at work and at home”	Nil- new course	Reports provided from the Moodle.	Health and Safety Co-ordinator – F Duff	
<b>Health and Welfare</b>					
Health Surveillance	90 % of employee health surveillance undertaken against actual required. (confirmed 28.10.14)	2013-14 – 93.5% appointments were met.	Health Risk Register is in place and reviewed against actual attended.	Health and Safety Co-ordinator – F Duff	
College Gym Users	5% increase in the number of staff using the gym facilities- Aim for 229 in total	2013-2014 figure was 218	Gym usage tracked monthly	Gym Co-ordinator – Wai Mun Lee	

## HR (Inc Nomination) Committee

<b>Subject:</b> Staff Development 2014/15	<b>Agenda Item:</b> 6
<b>Date:</b> 18 November 2014	<b>FOR DISCUSSION</b>

### 1. Purpose of Report

To provide information on the outcome of the staff development event held in August 2014.

### 2. Recommendation

It is recommended that the Committee note the improved impact of adopting the new strategic approach to staff development.

### 3. Background

Staff Development (SD) - August 2014 was primarily run with the needs of lecturing staff in mind. SD has traditionally been held on the first week back after the summer break, in previous years we have held a College wide SD event over 2 days capturing both Support and Academic staff. Following a review of last year's process, we changed the strategy to provide a greater focus, relevance and uptake for academic staff. The academic SD event was held on the 13 and 14 August.

Three key themes were developed (see appendix 1 for course information):

- **Core Processes**  
Knowledge required by all lecturers on role specific processes.
- **IT Skills Present and Future**  
The wide range of options available highlighted the growth in knowledge and skills required in this area.
- **Effective Approaches to Learning**  
The skills identified within this theme are at the core of providing innovative high quality teaching, encompassing skills for all levels and utilising modern methods of teaching.



The outcome objectives:

- Relevant role specific training linked to the Learning and Teaching Strategy
- Meeting department needs on achieving high standards of competence amongst lecturing staff
- Providing relevant events where innovative learning can be utilised in the achievement of department goals
- Meeting individual development needs

An additional objective was to inspire and encourage preparation for Personal Review and Development (PRD) meetings while raising the profile and importance of the PRD process amongst staff.

#### **4. Approach and Outcomes**

The approach taken to meet the outcome objectives included:

- Consultation with Staff and Staff Development Working Group (SDWG)
- Consultation with Curriculum Managers (CM's) and HoD's
- Consideration of location
- Event timings / scheduling
- Organisation of event day

##### **Consultation with Staff and CM's**

The involvement of Curriculum Managers was twofold, firstly through the Staff Development Working Group (SDWG) and secondly, in the allocation of places on events for their team members.

The Curriculum Manager involvement in selecting staff to attend particular events was instrumental in determining the relevance of what was on offer and in ensuring value was added to their team's skill base. Their knowledge supported the goals of providing relevant training directed to those who would benefit most. To maximise the return on investment and the benefit of the SD event, staff were also given the opportunity to select optional events where their CM had not allocated relevant training.

The use of in-house facilitators where possible provided bespoke CPD as well as reducing the cost of running such an event. The success of this was reflected in the feedback (appendix 2).

##### **Location**

Utilising the Stirling campus for the first time to deliver a staff development training event of this size contributed towards improving attendance figures by removing staff from their 'routine' and base campus and focusing on the significance of staff development. The Stirling campus facilities and fresh open environment supported a positive, upbeat and engaging event.

### **Event timings/ Event scheduling**

In terms of the date when the SD event is held, whilst there are some slight disadvantages to holding it immediately on the return from summer holidays there are significant advantages. These include, the opportunity to utilise learning immediately, the opportunity to relate training to discussions in Personal Review and Development (PRD) meetings and to implement a consistent theme or message to staff at the beginning of a new term. Holding the event at the beginning of the new term also has no impact on timetabling and the delivery of the College curriculum. This was reflected in the feedback obtained (appendix 2).

Events lasted approximately 2-3 hours, allowing a maximum attendance of four events over the 2 days. Additional online training sessions and information was available. This allowed staff a realistic opportunity to achieve focused information and training towards a learning outcome and also acted to spark an interest in the subject area which could be taken further via PRD discussions.

Event frequency was driven by demand and each event was delivered once or up to four times over the two days. No staff were allocated events as 'fillers', this was in line with the goal to provide relevant, targeted training which in turn engaged staff.

### **Organisation of event day**

Support from Facilities, IT, Catering, Reception Staff and HR were fundamental to the success on the day. Clear signposting and consideration of potential points of failure ensured minimal disruption, enhanced the experience for staff and provided a professional smooth approach to a large staff development event.

## **5. Key Considerations**

Factors for determining whether the outcome objectives were achieved included attendance figures for events and feedback from attendees. The relevance of the events in relation to Lecturer needs, Curriculum Manager needs and the Learning and Teaching Strategy had taken place during the consultation with staff and creation of the event list.

Attendance records were collated on the day and employee feedback forms provided electronically for a further four weeks after the SD event. Obtaining feedback was promoted on the day of the event and in weekly e-focus announcements thereafter.

### **Attendance figures**

Wednesday 13 <sup>th</sup> August 2014	Attendance 356 out of a possible 450 <b>(79.1%)</b>
Thursday 14 <sup>th</sup> August 2014	Attendance 400 out of a possible 491 <b>(81.5%)</b>

Heads of Department and Curriculum Managers have been tasked to ensure they discuss non attendance with relevant staff.

## **Feedback**

Generally feedback on events was very positive (appendix 2)

There were four questions asked as part of the feedback process:

**a) How would you rate the content and delivery of the training?**

90% of respondents reported a positive score on this with 77% marking high.

**b) How useful will this training be in your daily work?**

This was intended to create a link between the training and its direct application to the role. 84% of respondents positively agreed on this.

**c) To what extent will this training help you in achieving your overall objectives?**

This was intended to test the personal opinion of the individual and to relate the training to their own goals. 76% of respondents positively agreed on this.

**d) Would further training in this subject support you in your role?**

This was an opportunity for staff to consider their own development needs and to use this for PRD discussions. It would also provide ideas for future training events and as such it is individual responses that are of interest here.

## **6. Conclusions**

High attendance and positive feedback from attendees indicated a valuable contribution made by the SD event to support lecturing staff and Curriculum Managers in the achievement of their personal and department objectives.

The separation of Support and Academic staff development events allowed a focus on the needs of academic departments and their staff and thus added value to their skill base.

The inclusion of Curriculum Managers gained 'buy-in' from all academic departments and supported a high participation on the day.

Allowing for a degree of flexibility, such as adjustments to itinerary and course content maintained relevance of the courses on offer and thus in the perceived value and interest from staff.

Whilst the themes worked well the need to realise a wider range of development needs, including compliance training, is important for future planning.

## **7. Risk Analysis – High / Medium / Low**

Low

**Steven Still**  
**HR Manager**

## **Appendix 1 Events List**

### **Core Processes**

Embedding Sustainability in the Curriculum

Assessment, Internal Verification, External Verification, Lead Lecturer Role

Positive Behaviour Management – ‘Gonnae no dae that!’

The Effective Interview and Selection of Learners

Understanding and Interpreting Unit Specifications Sourcing Learning and Teaching Resources

### **IT Skills current and future**

Start Using Moodle

Introducing my eportfolio

Becoming a Digital Practitioner: Curating skills

Becoming a Digital Practitioner: Writing effective e-Assessment questions, authoring and practices

Becoming a Digital Practitioner - Teaching in a Virtual Environment, Blackboard Collaborate

Mastering Moodle: Using Moodle Quizzes Activity for e-assessment

Mastering Moodle - Learner Enrolment and Groups

Mastering Moodle - Moodle Assignment Activity

Mobile App building

Showcasing College IT Technologies in the Classroom

### **Effective Approaches to Learning**

Design Thinking Toolkit Turning Words into Action

Building on Cooperative Learning Practice

How Creative Am I?

Unconscious Bias

Empowering learners to be successful in learning, life and work

Activity generator- participatory ideas to spice up your classroom and engage your learners

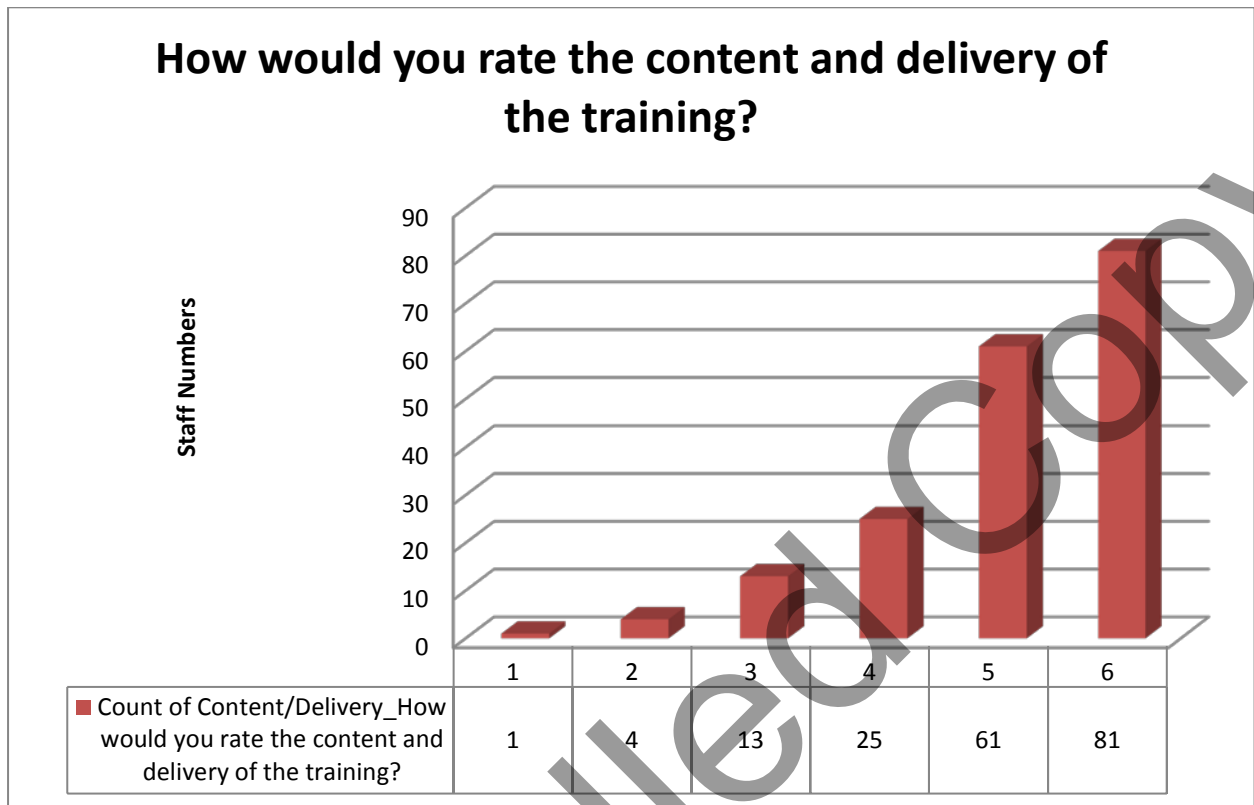
### **Other**

COMPEX

CAD, An Introduction

Department Led Activity 1/2 Day event

**Appendix 2: Feedback from Staff Development Event – August 2014**



**Feedback Comments**

Well presented and relevant.

Excellent software, well presented and demonstrated.

Too much content for the time allocated

Thank you for making the session relevant to us.

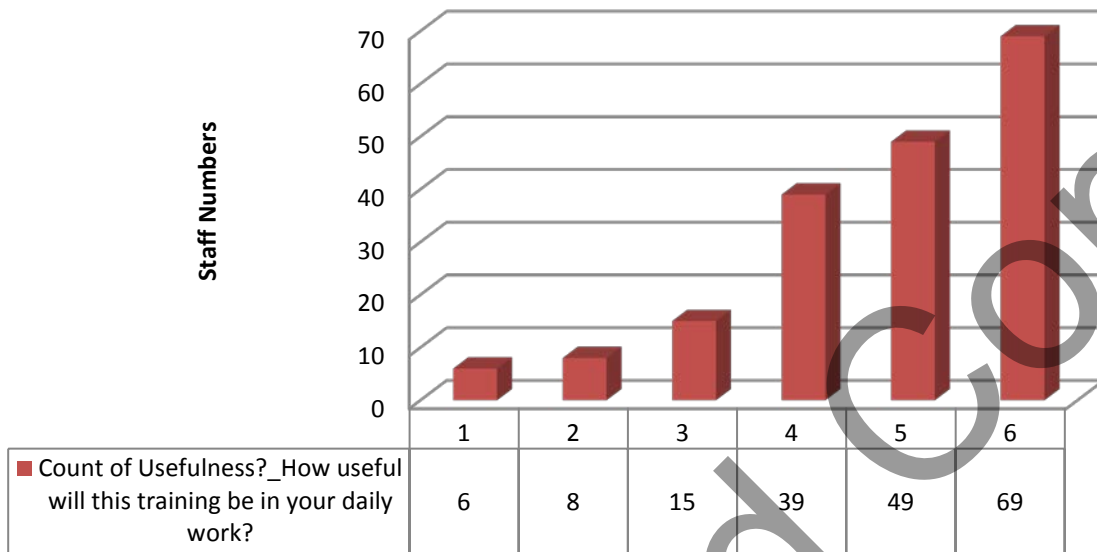
Speed of college network was an issue for the web app used

Very well presented and very useful content

Went a little over my head but we were getting 6 months work in a few hours. Good intro though.

Informal but focussed delivery of a valid topic

## How useful will this training be in your daily work?



### Feedback Comments

This was an excellent session with lots of good information and ideas that I will use and implement in my classes.

Linked in well with Curriculum for Excellence

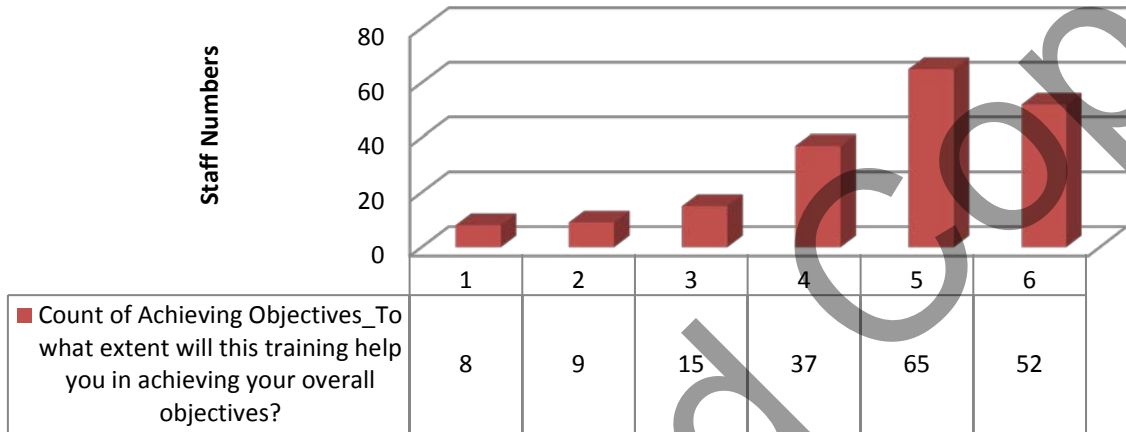
Well delivered, ongoing training required on this subject and believe it should be opened up to everyone not just academic staff.

This is definitely very useful

This was very interesting but I could not see how I could use this with groups I deliver to.

This was an excellent session with lots of good information and ideas that I will use and implement in my classes.

## To what extent will this training help you in achieving your overall objectives?



### Feedback Comments

All Lecturers should attend this session regardless of experience

I felt this was an excellent session and I will be able to use these techniques in the classroom with different groups of learners.

Very useful as a new member of staff to learn the procedures and processes.

I can see no place for this activity in my current role

Excellent ideas for sustainability-based project work.

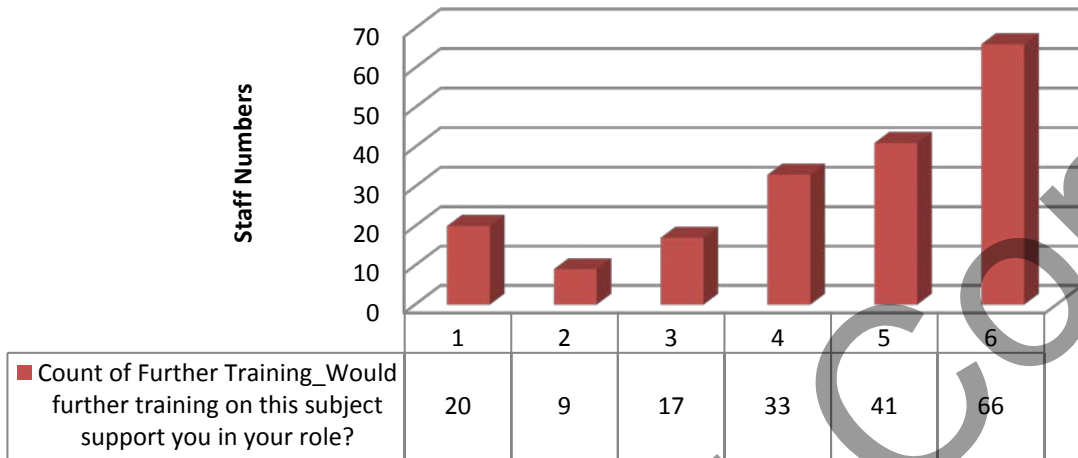
This was an excellent session with lots of good information and ideas that I will use and implement in my classes.

Very relevant to group work

Allowed us the opportunity to engage with staff from other departments

Sharing of information and good practice across different departments has been very useful

## Would further training on this subject support you in your role?



### Feedback Comments

Additional training to be able set up the class activities

Lots of information, would require more sessions to reinforce teaching.

Would be good training for all staff

Additional training to be able set up the class activities

Too much content for the time allocated.

A longer session would allow staff to take a bit more in



## ***HR (Inc Nomination) Committee***

<b>Subject:</b> HR Effectiveness Internal Audit Report	<b>Agenda Item:</b> 8
<b>Date:</b> 18 November 2014	<b>FOR DISCUSSION</b>

### **1. Purpose of Report**

To present to Committee members the report on the internal audit of HR Effectiveness which was conducted in October 2014.

### **2. Recommendation**

It is recommended that the Committee note the content of the report.

### **3. Background**

The College has an annual plan of Internal Audits which is based upon the College risk register and input from the Senior Management Team (SMT) on areas of College activity where a review is deemed to be useful.

The College utilises internal audit to both to demonstrate that College systems are working effectively and to utilise their experience across the sector to suggest best practice that can be implemented.

### **4. Conclusions**

The attached report outlines the recommendations made by Baker Tilly, Internal Auditors, and the College's intended response and timescales.

### **5. Risk Analysis – High / Medium / Low**

Low

Stephen Jarvie  
Corporate Governance and Planning Officer

# **Forth Valley College**

## **Report on Internal Audit Visit**

### **HR Effectiveness**

October 2014

Report 14/15

<b>Task</b>	<b>Date</b>
Fieldwork Completed	3 October 2014
Draft Issued	27 October 2014
Response Received	12 November 2014
Committee Report Issued	
Report cleared by Audit Committee	

**Baker Tilly UK Audit LLP**  
**Chartered Accountants**  
**First Floor, Quay 2**  
**139 Fountainbridge**  
**Edinburgh**  
**EH3 9QG**

# Forth Valley College

## Report on Internal Audit Visit

### HR Effectiveness

#### CONTENTS

	<b>Page No</b>
Executive summary	2- 3

#### APPENDICES

I	Our findings and recommendations	4-8
II	Background and terms of reference	9
III	Key Control Objectives	10
IV	Statement of Responsibility	11

## EXECUTIVE SUMMARY

### 1 INTRODUCTION

1.1 Our review focused on the area of Human Resources (HR) effectiveness. This report aims to provide a review and evaluation of the effectiveness of the HR function within the College. We have set out below a brief summary of the scope and findings of our review below.

1.2 These findings and related recommendations are highlighted in Appendix I. **We have noted five medium and four low priority recommendations.**

### 2 SCOPE AND OBJECTIVES OF THE REVIEW

2.1 This review aimed to ensure that the HR department is working in manner that allows it to effectively meet its objectives and to ensure it is functioning in a way that meets the need of the College. In order to make an assessment of this several different aspects were considered:

- **Recruitment procedure** – This included looking at the procedures in place for advertising both internal and vacant posts and how the HR department liaises with departments of College in order to address vacancies.
- **Absenteeism** – Considering how the HR department records absences of staff within the College and how these are monitored.
- **Training and Development** – This involved considering the ways in which the HR department organises and offers training for staff within the College and, additionally, the procedures for, and regularity of, reviewing staff performance.
- **Role of HR Administration staff** – Noting the roles and responsibilities of the HR administration team, how key procedures are documented and how the team functions on an operational basis.
- **HR Management System (UNITE)** – This involved looking at how personnel records are stored on UNITE, how the data is kept up to date and checked for completeness and what kind of reporting functions the system provides.
- **Policies and Procedures** – Consideration that all the relevant policies and procedures are in place and reviewed on a timely basis.
- **HR Department and Links with other College Departments** – Understanding the communication and information links between the HR department and other College departments.

### 3 SUMMARY OF FINDINGS

3.1 On review of the above aspects of the HR department, several improvements have been proposed as a means of enhancing the effectiveness of the HR function both strategically and operationally.

Forth Valley College  
Report on Internal Audit Visit

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3.2 While in general the HR team appears to be working effectively and meeting objectives, there are some suggested improvements in the following areas:-

- Continue to document all procedures within the HR administration team and implement a review of these on an annual basis
- Further training for HR employees on UNITE
- Agree formal monthly reports for checking completeness of UNITE content
- Formalisation of HR team meetings
- Agree upon a set procedure for chasing open absences within the College
- Implement a formal feedback procedure for Heads of Department and Curriculum Managers to provide feedback on the performance of HR Business Partners
- Close monitoring of outdated policies until outcome of National Bargaining is known

3.3 Detailed finding and recommendations are discussed in further detail in Appendix I

**NB** Priorities used in Appendix I are as follows:

- |   |   |   |
|---|---|---|
| H | - | High Risk – fundamental issue should be addressed within 1 to 3 months  |
| M | - | Medium Risk – serious issue should be addressed within 3 to 6 months  |
| L | - | Low Risk – not fundamental but best practice or increases Value for Money should be addressed within 6 to 12 months |

FINDING	IMPLICATION	RECOMMENDATION	PRIORITY	MANAGEMENT RESPONSE
<p>It was found that whilst HR team meetings occur on a monthly basis, the effectiveness and purpose of these could be more consistent and formalised.</p>	<p>Ineffective team meetings could mean issues arising go un-noted, team information is not communicated properly and operational targets are not met in an efficient manner.</p>	<p><b>We would recommend that</b> the monthly HR meetings are formalised in order to make most efficient use of the time. Methods of formalising meetings should include:</p> <ul style="list-style-type: none"> <li>- Agreeing meeting times and locations in advance (6-12 months in advance ideally)</li> <li>- Formalise the agenda with regular reporting items e.g. UNITE quality reports, absence reports</li> <li>- Sending out an agenda to all HR staff in advance, giving them time to comment and amend the agenda suitably.</li> </ul>	<p><b>Medium</b></p>	<p><b>Agreed action:</b> <i>This has now been put in place with all agenda's and notes of meeting on SharePoint. Meetings planned and diarised up to end of 14/15.</i></p> <p><b>Responsible Individual:</b> <i>Steven Still</i></p> <p><b>Implementation date:</b> <i>September 14</i></p>
<p>Whilst most of the HR staff are familiar with the HR management system, UNITE, it was noted that there were some inconsistencies in the ways in which UNITE was being used and also differences in knowledge and ability to use the system.</p>	<p>Inconsistent use of the HR management system could impact the quality of data held and could also increase the risk of errors occurring. In turn this can affect the quality of reports that are produced from the system.</p>	<p><b>We would recommend that</b> the training needs of HR staff in relation to the HR management system are considered and training is offered to ensure all staff are of a similar ability and use consistent procedures.</p>	<p><b>Medium</b></p>	<p><b>Agreed action:</b> <i>A training action plan will be developed and all HR staff will take part. Training has already been arranged with in house experts David Allison and Leslie Burn. Training will be adapted to suit skill set.</i></p>

FINDING	IMPLICATION	RECOMMENDATION	PRIORITY	MANAGEMENT RESPONSE
				<p><b>Responsible Individual:</b> <i>Steven Still</i></p> <p><b>Implementation date:</b> <i>Starts on Friday 31 October and into November 14</i></p>
<p>It was found that currently the HR department is working towards documenting all procedures within the HR department, however these are not yet complete and in place.</p>	<p>Without documented procedures, there is the risk that there are inconsistencies in the way operational tasks being carried out. Additionally it can hinder succession planning should members of staff leave without procedures clearly documented.</p>	<p><b>We recommend that the HR</b> department continues working to ensure all procedures are documented and these documents are subject to review on a regular basis.</p>	<p><b>Medium</b></p>	<p><b>Agreed action:</b> <i>All HR Admin procedures as well as HRBP procedure will be uploaded to the HR Department SharePoint page. A 'HR Procedures' library has been created to record and monitor the procedures.</i></p> <p><b>Responsible Individual:</b> <i>Steven Still / Elaine Ainsworth</i></p> <p><b>Implementation date:</b> <i>Upload has already commenced, will continue through Oct and Nov 14</i></p>
<p>Whilst it is understood that there is currently some checking of the quality and completeness of the information held within the HR management system,</p>	<p>Without regular review, there is the risk that inconsistencies and errors within the management system go undetected. This can lead to errors in</p>	<p><b>We would recommend</b> a procedure for reviewing UNITE data on a monthly basis is agreed upon and formalised. This should include regular audits of the accuracy of changes made to data against HR</p>	<p><b>Medium</b></p>	<p><b>Agreed action:</b> <i>An audit plan is now in place and will be discussed as a standing agenda item at team meetings. Regular audit samples are undertaken with</i></p>

FINDING	IMPLICATION	RECOMMENDATION	PRIORITY	MANAGEMENT RESPONSE
<p>there was some ambiguity as to what was actually being checked and how often.</p>	<p>reporting and is of upmost importance given the aim to eventually link HR and payroll systems.</p>	<p>documentation and completeness checks.</p> <p>This quality review should also ideally be included on the agenda for monthly team meetings and should cover different areas of data on a rolling basis.</p>		<p><i>corrective action taken where necessary as well as training for staff.</i></p> <p><b>Responsible Individual:</b> <i>Steven Still Elaine Ainsworth</i></p> <p><b>Implementation date:</b> <i>First monthly audit November 14</i></p>
<p>It was noted that several policies were overdue for review. We acknowledge that the HR department is aware of this fact and the reason for this is principally due changes in legislation requirements</p>	<p>In the interim, there is a risk that policies are not fit for purpose, are outdated or important changes, such as legislative changes, are not acted on accordingly.</p>	<p><b>We recommend</b> HR continues to ensure policies remain applicable and important changes are updated in any policies that are overdue for review.</p> <p>Furthermore, HR revisit the policy framework and policies in place and ensure that:</p> <ul style="list-style-type: none"> <li>• Any new policies are implemented and communicated to staff</li> <li>• Existing policies remain relevant</li> <li>• An agreed policy review timetable is in place, included delegated authority as appropriate</li> </ul>	<p><b>Low</b></p>	<p><b>Agreed action:</b> <i>A timeline of revised policies will be implemented and timeously presented for approval at the relevant committees</i></p> <p><b>Responsible Individual:</b> <i>Steven Still</i></p> <p><b>Implementation date:</b> <i>August 14, Grievance &amp; Disciplinary policies already updated, awaiting approval at JCC. Further policies to follow.</i></p>



FINDING	IMPLICATION	RECOMMENDATION	PRIORITY	MANAGEMENT RESPONSE
<p>There is system in place for logging absences for members of staff. They are logged using a 'Return to Work' electronic form. This is filled in when an employee is absent and this remains 'open' until the employee returns to work and completes the form explaining their absence.</p> <p>It was noted that "open absences" with the College are not checked and followed up on a regular basis.</p>	<p>Without regular checks, absences could go un-noted and the formal procedures required could be missed. This in turn could affect the reporting of absence statistics.</p>	<p><b>We would recommend that</b> a formal procedure for reviewing open absences within the College is agreed upon to ensure timely follow up and closure of absence records.</p> <p>For example, allocating the task of reviewing these on a regular basis (weekly or monthly) to one HR administrator.</p>	<p><b>Low</b></p>	<p><b>Agreed action:</b> <i>Weekly checks have been implemented with the RTW electronic library. This will ensure that any open absence cases are genuine and active.</i></p> <p><b>Responsible Individual:</b> <i>Steven Still / HR Admin</i></p> <p><b>Implementation date:</b> <i>October 2014</i></p>
<p>Currently there is no formal feedback or evaluation on the communication links between departments in the college and the HR department, which demonstrates effective relationships</p>	<p>Without formal feedback and evaluation, opportunities to further staff development and improve the HR service within the College could be overlooked.</p>	<p><b>We would recommend that</b> formal feedback is obtained from Heads of Department, Curriculum Managers and other departmental staff on a regular basis.</p> <p>This feedback, where relevant, should be incorporated into HR Operational Planning</p>	<p><b>Low</b></p>	<p><b>Agreed action:</b> <i>An evaluation process will take place in January 2015</i></p> <p><b>Responsible Individual:</b> <i>Steve Still</i></p> <p><b>Implementation date:</b> <i>January 2015</i></p>

FINDING	IMPLICATION	RECOMMENDATION	PRIORITY	MANAGEMENT RESPONSE
<p>We recognise there has been good progress and work undertaken to adjust staff structures within certain departments to allow for clearer staff progression. A Training Needs Analysis process is also underway to support succession planning across the College and we understand that this will be captured within the appraisal process.</p> <p>Alongside this, Business Partners support Heads of Department to ensure structures are fit for purpose</p>	<p>Whilst we recognise succession planning is being considered within the College, appropriate procedures should be in place to ensure this consideration feeds into employee appraisals.</p>	<p><b>We recommend that the</b> current consideration of succession planning feeds into objectives set within employee appraisals, to ensure they align and succession planning is being directly addressed.</p>	<p><b>Low</b></p>	<p><b>Agreed action:</b> <i>TNA process is underway this may influence any changes to current structures, identify succession planning training opportunities and re-grading</i></p> <p><b>Responsible Individual:</b> <i>Steven Still</i></p> <p><b>Implementation date:</b> <i>On-Going</i></p>

**APPENDIX II**

**BACKGROUND AND TERMS OF REFERENCE**

The Audit Needs Assessment, Strategic Plan and Annual Plan for our year's work were approved by the Audit and Internal Control Committee for the year to 31 March 2015

The following areas were covered on our visit in October 2014 per the operational plan:

	No. of days
HR Effectiveness	6
FES FM Contract – Value for Money	6
Payroll	4
	<hr/>
	16
	<hr/> <hr/>

**APPENDIX III**

**KEY CONTROL OBJECTIVES**

The testing that we carried out had the aim of meeting the following Key Control Objectives:

1. Human resource planning reflects the need of the College.
2. Vacant posts are reviewed to assess needs within the College prior to being advertised.
3. Only individuals with appropriate skills, qualifications and experience for the vacancy are interviewed and appointed.
4. Absenteeism is managed fairly to minimise its impact on the College.
5. Training and development of staff is systematically and appropriately planned, delivered and evaluated.
6. HR administration staff have clear roles and responsibilities for the processing and maintenance of personnel records.
7. Personnel records held in the HR management system are regularly checked for completeness and accuracy.
8. All relevant HR policies are in place and are reviewed and updated on a regular basis.
9. There are clear links between HR and other College Departments and information is shared on an agreed basis.

**STAFF ASSISTANCE**

We would like to thank all staff who provided assistance during the course of this audit, and in particular:

Steven Still	Human Resources Manager
Elaine Ainsworth	Human Resources Systems and Admin Co-Ordinator
Sharon Reid	Human Resources Admin Assistant
Diane Young	Human Resources Business Partner

**STATEMENT OF RESPONSIBILITY**

The matters raised in this report are only those which came to our attention during the course of our audit and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Recommendations for improvements should be assessed by you for their full impact before they are implemented. The performance of internal audit work should not be taken as a substitute for management' responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and work performed by internal audit should not be relied upon to identify all strengths and weaknesses that may exist. Neither should internal audit work be relied upon to identify all circumstances of fraud and irregularity should there be any, although our audit procedures have been designed so that any material irregularity has a reasonable probability of discovery. Even sound systems of internal control may not be proof against collusive fraud. Internal audit procedures are designed to focus on areas as identified by management as being of greatest risk and significance. Effective implementation of our recommendations by management is important for the maintenance of reliable internal control systems.

This report has been prepared solely for your use and should not be quoted in whole or in part without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose.

Programme of HR (Inc Nomination) Committee Business

	Mar-15	Jun-15	Indicative Nov-15
Apologies for Absence	✓	✓	✓
Declarations of Interest	✓	✓	✓
<b>FOR APPROVAL</b>			
Minutes of Previous Meeting	✓	✓	✓
<b>FOR DISCUSSION</b>			
Matters Arising	✓	✓	✓
Staff Development	✓	✓	✓
Health and Safety Update	✓		✓
SFC Staff Performance Indicators		✓	
Pay Negotiations	✓		✓
Staffing Establishment Update	✓	✓	✓
Programme of Committee Business	✓	✓	✓
Risk Register/Review of Risks	✓	✓	✓
AOCB	✓	✓	✓

Uncontrolled Copy