

**MINUTE OF THE MEETING OF THE ORGANISATIONAL DEVELOPMENT COMMITTEE HELD ON WEDNESDAY 24 FEBRUARY 2022 at 4.30PM by ZOOM DUE TO COVID-19 RESTRICTIONS**

**PRESENT:**

S Heidinger	Committee Chair
M Docherty	Committee Member
A Logan	Committee Member
G McGuinness	Committee Member
C Walker	Committee Member
J Vincent	Committee Member

**IN ATTENDANCE:**

G Crankshaw	Organisational Development Manager
L McGaw	Assistant Principal: Human Resources
N Patton	Head of Human Resources
K Mavor	Clerk to the Board (Minute Taker)

**21.51 WELCOME AND APOLOGIES**

**ACTION**

The Chair welcomed all to the meeting, which was held remotely via Zoom. The Chair extended a welcome to Kirsty Mavor joining her first OD meeting as Clerk. All Committee members were present.

**21.52 DECLARATIONS OF INTEREST**

C Walker and A Logan advised that they are involved in the restructure which is referred to in the papers. There were no further declarations of interest.

**21.53 MINUTE OF PREVIOUS MEETING: 22 SEPTEMBER 2021**

The Minute was accepted as a true and accurate record of the meeting.

**21.54 MATTERS ARISING - ACTION GRID**

The Committee discussed the action grid. The Committee noted that the Equality Mainstreaming Report has been published and the link will be circulated after the meeting.

**KM**

The Committee noted that the results from a recent staff survey will be shared with the Committee after they have been considered by the SLT.

**LMcG**

With regard to absence due to work related stress, the Committee noted that steps had been taken to improve the recording of reasons for staff absences, including rectifying an erroneous

method of inputting absence previously used by line management colleagues. It was agreed that more information on this recording issue and its rectification should be provided to the Committee and that absences due to work related stress should continue to be monitored closely.

**NP**

The Committee noted that there had been some improvement in collecting data relating to staff protected characteristics but progress was slow, particularly around the most recent protected characteristics. It was requested that, to encourage more disclosure, further communications should be issued to staff highlighting the positive impact which had already resulted from the provision of equality information.

**LMcG**

In relation to legacy procedures, L McGaw advised that there had been positive discussions with the Trade Unions and some progress had been made.

Lastly, the Committee noted that the revised Whistleblowing policy will be published shortly.

## **21.55 NOTES OF SUPPORT AND TEACHING JCNC MEETING**

The Committee discussed this report which provided a summary of the Joint Consultation and Negotiation Committee (JCNC) meetings with the lecturing and support staff unions that had taken place since the last Committee meeting.

The Committee was pleased to note that steps had been taken to ensure that the appropriate fire warden and first aid cover was in place to support the increasing numbers on campus. The Committee acknowledged the commitment of the fire wardens who had agreed to remain on campus during one lunch break per week to ensure that the required cover was in place. The Committee were pleased to note the continuing discussions with Trade Union colleagues on work matters relating to the pandemic and reiterated the benefits of hearing the TU view prior to relevant decisions being made.

## **Items for Discussion**

### **21.56 UPDATE ON STAFF RETURN TO WORK**

L McGaw provided a verbal update on the steps taken to return to campus since the last Committee meeting and advised the following: -

- Prior to Christmas and the emergence of the Omicron variant, increasing numbers of staff and students were attending campus. This was scaled back in response to the Omicron variant.
- From the second week of January more staff and students had been returning to campus. The College continues to

adopt a cautious approach with social distancing and regular LFT testing being encouraged.

- From 7 March, coinciding with the start of the third block of teaching, more staff are being encouraged to attend campus under blended working arrangements. Social distancing in communal areas will cease and will be reduced to 0.5m in classrooms and other spaces.
- In light of the recent government announcements, the wearing of face coverings will no longer be mandatory from 21 March 2022 and, if safe to do so, social distancing requirements will be removed in classrooms and other spaces. The College will continue to take steps to monitor CO2 ventilation.

The Committee agreed with the College's cautious approach and discussed the levels of anxiety that some people may have about returning to campus. It was agreed that colleagues should explore whether the Distance Aware Scheme should be adopted by the College.

**LMcG**

The Committee noted the verbal update and that the SLT is ready to move quickly in changing the proposed approach, if required at any stage.

## **21.57 ASSISTANT PRINCIPAL HR REPORT**

L McGaw spoke to the report which provided the Committee with an update on activity within the Human Resources and Organisational Development functions since the last Committee meeting.

The Committee noted the following key developments in relation to the structure of the College:

- An interim review of the new academic management structure which came into place on 1 August 2021 will be carried out this week with a more detailed review being carried out in the summer.
- The catering restructure was completed with the new structure commencing after the October 2021 holiday break. All staff were accommodated in the new structure with one person opting to move to a different team. The staffing levels will be kept under review as more staff and students return to campus.
- There is currently a proposed restructure of the student experience with the first phase of the consultation period closing on 25 February 2021. This is a cost-neutral restructure focusing on aligning the student experience with the move towards blended learning. An update on progress will be provided at the next Committee meeting.

**LMcG**

- The College will continue to explore whether any further steps can be taken to improve the structure of the College. Consideration will also be given to whether the limited funds available under the Voluntary Severance Scheme can be utilised appropriately.

The Committee was pleased to note that all SLT posts have now been filled with Jennifer Brickwood (Curriculum Assistant Principal, Engineering, Computing and the Built Environment) and Claire Glen (Curriculum Assistant Principal, Health and Wellbeing) joining the team.

Given the sensitivities and confidential information surrounding the restructure, the Committee agreed that this paper should not be published.

## **21.58 WORKPLACE PLANNING**

L McGaw spoke to this paper, which had been requested following the recent Audit Report, and presented the Workforce Plan for 2022 - 2025. She reiterated that staff costs are the main overhead for the College and, with a challenging financial climate, workforce planning is key to ensuring the College continues to deliver high quality services.

The Committee was pleased to note the four key areas of strategic HR and OD initiatives (i) Planning for the future (ii) Building Leadership capacity (iii) Developing the workforce and (iv) being a good employer and the way these initiatives will be measured both quantitatively and qualitatively. Overall, the Committee was pleased with the approach outlined in the report but noted it was a work in progress due to the constantly changing environment during the pandemic and budget uncertainties which made the normal gap analysis and prediction of posts required associated with workforce planning exceptionally difficult. The Committee asked for further details around succession planning including potential 'hot-spots' for retirement and what could be done to develop talent in these areas.

**LMcG**

The Committee agreed that this paper should be disclosed and published with the minutes.

## **21.59 KPI REPORT AND FUTURE IMPROVEMENT PLAN**

L McGaw spoke to this report which provided an update on KPIs for Quarter 1 of the 2021/22 Academic Session. As requested by the Committee, the KPIs have been highlighted as red, amber or green.

The main concern highlighted by the report was that the occupational health surveillance baselines had not been completed for at-risk areas. This was due to the disruptive impact of the

pandemic and the supplier discontinuing the contract at short notice. The Committee recognised the risk associated with this KPI but noted that baseline assessments had been carried out for all staff recruited prior to the pandemic and, therefore, the gaps applied only to a small, recently recruited group who were not always present on campus. Regardless of this, it was agreed that this should be a priority in March 2022.

**LMcG**

The Committee was pleased to note the significant progress made in the Health and Safety Induction completion rates with 100% achieved in Quarter 1 and 90% in Quarter 2.

The Committee noted that staff absence rates continued to fall but the return to campus under blended working arrangements may result in an increase in absence. It was noted that clear communication would be required to staff suffering from a cold or similar illness around attendance in the workplace.

With regard to voluntary turnover, it was agreed that the target against this of 5% should be removed and replaced with 'monitored'.

**LMcG**

The Committee noted that the targets in relation to recording protected characteristics had not been met and recognised that many employers faced similar challenges in obtaining this sensitive information. Communications should be sent to encourage staff to provide this data by showing the positive benefits of doing so.

**21.60 ATTENDANCE MANAGEMENT REPORT: QUARTER ONE AUGUST TO OCTOBER 2021**

N Patton spoke to this quarterly report and advised that the sickness absence for this quarter was 3.1% which is below the College's target of 4%. Long term absences represent 2.3% and short term absent represents 0.8%. As the main reason being provided for absence is non-work related anxiety/stress/depression, steps have been taken to assist employees. The College will be working with Able Futures (DWP) who will offer up to nine months of free advice and guidance from a mental health support specialist. This service will be promoted internally once the relevant materials are available from Able Futures.

The Committee was pleased to note the proactive steps being taken to assist employees' mental health through the collaboration with Able Futures. The Committee also noted that steps were being taken to improve the recording of absence data.

**21.61 STAFF PROFILE – RECRUITMENT OF PROTECTED CHARACTERISTICS STATISTICS**

It was agreed that this important topic should be carried over to the next Agenda so that a full discussion can take place. In the meantime, the Committee agreed that the College should continue to take the proactive steps around recruitment including having a positive inclusion statement in all recruitment adverts.

## **21.62 ORGANISATIONAL DEVELOPMENT REPORT**

G Crankshaw spoke to the report which provided the Committee with details of some of the activities of the Organisational Development team in respect of Staff Development.

The Committee noted the progress made in staff completing steps in the teaching professional pathway with 14 attending the Teaching Essentials Course, 15 attending the second stage, PDA course and 23 participating in the TQFE qualification.

With regard to GTCS registration, it was noted that 289 of the 620 teaching staff are eligible for registration with 97 applications being completed. It was noted that GTCS are currently consulting on the registration process as there are recognised shortcomings. The Principal opined that the risk associated with lack of registration was a sector wide risk and not specific to the College.

The Committee noted the Leadership Programme was currently being attended by the newly appointed Curriculum Managers and Curriculum Quality Leaders with the programme being evaluated to measure effectiveness and impact.

G Crankshaw advised of the improvement in personal development plans being developed on the iTrent system. A training guide will be provided to staff and managers to assist in using this new system. New procedures in relation to CPD have also been developed and shared with Unions as part of the consultation process.

With regard to Employee Engagement, the Committee was pleased to note that both the idea box and the Clyde shout out were being utilised. The Committee agreed that the Clyde shout out should be promoted to highlight the importance of the College's values. Also, the Committee noted that the output from the recent staff survey will be shared at the next meeting.

**GC**

The Committee agreed that this paper should be disclosed and published with the minutes.

## **21.63 HEALTH AND SAFETY REPORT**

G Crankshaw spoke to the report which covered activity undertaken by the Organisational Development team in relation to Health & Safety from 1 August 2021 to 31 October 2021. The Committee noted the contents of the report and that there was a slight increase in statistics due to increasing attendance on campus. The Committee was pleased to note that 25 out of 30 of the recently reviewed Health and Safety policies had now been published after consulting with Unions.

The Committee agreed that this paper should be disclosed and published with the minutes.

#### **21.64 POLICIES FOR REVIEW**

L McGaw advised that a review was being undertaken of all of the College's policies with 7 policies falling under this Committee's remit. It was agreed that any comments on the policies should be provided within the next week. The policies will then be updated with the Chair approving the policies on behalf of the Committee before they go to the Board.

**AII/LMcG**

The Committee agreed that this paper should be disclosed and published with the minutes.

#### **21.65 ASSESSMENT OF PROCEDURES UPDATE**

It was agreed that this item should be carried over to the next meeting.

#### **21.65A COMMITTEE REMIT AND SCHEDULE OF WORK**

The Committee noted the remit and Schedule of Work and agreed that this was an accurate record.

As agreed at a previous meeting, the Chair asked for any future agenda items. It was agreed that the following should be included in the next Agenda (as well as the two carried over papers): -

- Staff Survey Outcome
- Update on People Strategy implementation
- Update on GTCS registration

#### **21.66 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE**

No assessment required other than as reported in individual agenda items.

#### **21.67 REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)**

Papers to be disclosed as per the coversheet with the exception of agenda item 21.57 Assistant HR Report which should not be disclosed.

**21.68 ANY OTHER BUSINESS**

There was no other business.

**DATE OF NEXT MEETING**

4 May 2022 at 4.30pm -Boardroom, Langside Campus