

# MINUTE OF THE MEETING OF THE ORGANISATIONAL DEVELOPMENT COMMITTEE HELD ON WEDNESDAY 4 MAY 2022 at 4.30PM by ZOOM

## PRESENT:

S Heidinger	Committee Chair
M Docherty	Committee Member (from Agenda Item 22.06 onwards)
G McGuinness	Committee Member
C Walker	Committee Member
J Vincent	Committee Member

## IN ATTENDANCE:

J Thomson	Vice Principal: Resources & College Development
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)

### 22.01 WELCOME AND APOLOGIES

### ACTION

The Chair welcomed all to the meeting, which was held remotely via Zoom. The Chair noted an apology from A Logan.

### 22.02 DECLARATIONS OF INTEREST

C Walker confirmed that she continues to be involved in the Student Experience restructure which is referred to in the papers. There were no further declarations of interest.

### 22.03 MINUTE OF PREVIOUS MEETING: 23 FEBRUARY 2022

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

### 22.04 MATTERS ARISING - ACTION GRID

The Committee discussed the action grid. With regards to communications to staff seeking protected characteristics data, it was noted that OD and HR are currently working on a communications plan. It was agreed that this high-level plan should be brought to the next meeting and it should include innovative ways of communicating to staff the importance of recording this data.

**LMcG**

In relation to legacy procedures, it was noted that there was an update in the JCNC report. The Committee noted the benefits of consistent policies across the College. With regard to the absence management policy, it was noted that there was a different

approach to what happens when members of staff return to work following absence, depending on their legacy pre-merger College terms and conditions. It was agreed that further information should be provided to staff highlighting the benefits of a supportive meeting with their line manager following an individual's return to work which allows for a general discussion about wellbeing.

**NP**

NP presented a paper summarising the change in approach to recording and reporting work related stress absence. The Committee noted the changes and advised that it was key that the Committee could monitor if absence due to work related stress had increased or decreased. To enable the Committee to carry out its monitoring role following the amended data recording and reporting, it was agreed that both approaches to the absence figures should be included in future reports for a transition period to allow trend information to be derived.

**NP**

The Committee thanked N Patton for the paper.

## **22.05 NOTES OF SUPPORT AND TEACHING JCNC MEETINGS**

J Thomson presented 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 on 23 February 2022.

The Committee was asked to note the update with the following key areas highlighted: -

- The updated Recognition and Procedures Agreement had been discussed further.
- The EIS had requested more regular meetings to discuss the return to on site work
- Discussions had taken place regarding senior staff being asked to remain on campus during their lunch break as part of their fire controller duties.
- Legacy College procedures had been discussed and it was agreed at the JCNC meeting that there was merit in having a further discussion about the possibility of reaching an interim position.
- Discussions had taken place about the blended working arrangements trial period. The Committee asked for a paper on this trial to be provided at the next OD meeting setting out the approach taken, how it was reviewed and evaluated and what the likely approach would be going forward.

**LMcG**

The Committee thanked J Thomson for the update which was noted by the Committee.

## **Items for Discussion**

### **22.06 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.

L McGaw advised that the interim review of the new academic management structure which came into place on 1 August 2021 has been progressed. A pre-evaluation questionnaire was issued and focus group meetings have taken place. The four main topics identified were:

- Curriculum Manager workload
- Multiple Curriculum managers to report to
- Structure not student focused
- Clarity of roles and responsibilities.

Feedback has been passed on to the SLT and further discussion sessions have been arranged with Curriculum Assistant Principals.

With regard to the student experience staffing restructure, progress has been made and the final structure has been finalised with interviews currently taking place for higher level roles.

The Commercial Development restructure documentation is near completion and the consultation will start in May. It was agreed that as the trade union representatives have been advised that this restructure is being finalised for consultation, this Committee paper can be disclosed.

L McGaw also provided an update on the voluntary severance scheme and advised that it is likely only a handful of applications will be accepted. The Committee discussed whether the current 'open' approach to voluntary severance was the right approach as a number of staff were applying but were going to be unsuccessful for the scheme. It was noted that from a business need perspective the College needed to keep many of the roles as they were business critical.

Details were also provided of the staff strike dates and the College being notified by EIS of industrial action short of strike which involved (i) not undertaking goodwill activities and (ii) a results boycott. Support staff were also being balloted by Unison with ballot papers being dispatched on Wednesday, 27 April 2022.

The Committee discussed the options being considered in response to industrial action. While the Committee shared the concerns about the impact of strike action on the student experience, it was noted that it was important that the College's response was fair and measured, with due cognizance being taken

of responses across the rest of the sector, particularly the other Glasgow Colleges.

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

L McGaw spoke to this item and highlighted three areas that have been categorised as red in quarter two. With regard to occupational health surveillance baseline testing, progress has been made but it was slower than expected due to the steps required to comply with data protection when transferring to a new supplier. Eleven clinics have been set up for May/June with further clinics to be held in September 2022.

With regards to absence rates it was noted that in quarter two Covid-related absence was the highest the College had experienced (although continues to be lower than local community rates). The Committee noted that the return to on campus working is likely to have also had an impact on absence levels.

The College continues to take steps to try and increase the recording of protected characteristics data.

#### **22.08 STAFF PROFILE – RECRUITMENT OF PROTECTED CHARACTERISTICS STATISTICS**

This item was carried over from the last meeting to enable a full discussion to take place. N Patton presented the report summarising the relationship between the number of applicants received with protected characteristics and successful appointments.

The Committee noted, with concern, that the number of applicants that disclosed their ethnicity as BME was 15% whilst recruitment levels were at 5%. The Committee was pleased to note the steps being taken to improve and modernise the College's recruitment process including working in partnership with various groups to promote roles and including a positive inclusivity statement in adverts. It was also noted that the College was exploring holding targeted recruitment fairs/open days and drop in sessions to potential candidates to make the process more inclusive.

The Committee agreed that it was important to monitor this area further to ensure that there was not an unconscious bias in the recruitment process. The Committee noted the overall report and agreed that a further report should be provided which examined the discrepancy between the percentage of BAME applicants and the percentage of BAME appointments made.

**NP**

#### **22.09 HEALTH AND WELLBEING SURVEY**

J Thomson introduced this item and advised that this survey had acted on an initiative coming out of the College's Stress Risk Assessment Working Group.

G Crankshaw presented the output from the Wellbeing pulse survey and advised that the participation level was disappointing at 24%. There are some positives within the report however the following areas were identified as poorer scoring areas (i) communicating and implementing change (ii) workload management (iii) feedback on performance and (iv) bullying at work.

Following the survey, the SLT will be holding workshops in May to discuss actions and the agreed actions will be shared with stakeholders in June.

The Committee raised concerns about the low participation rate and noted that staff may be suffering from 'survey fatigue'. It was agreed that the College should look at its overall approach to obtaining feedback to ensure that it is as effective as possible. Concern was also expressed about bullying at work being identified as a poorer scoring area. The Committee asked that the SLT's action plan be shared at the September 2022 meeting setting out the lessons learnt from the survey and the actions being taken to address concerns. J Vincent was also asked to consider whether there should be some direct messaging from the Principal about bullying not being tolerated in the workplace and the range of support available to any individual who believed they were bullied.

**GC**

**JV**

## **22.10 ASSESSMENT OF PROCEDURES UPDATE**

L McGaw spoke to this paper which was carried over from the last Committee meeting. By way of context, L McGaw advised that the College had examined its own procedures following the employment of an individual at two Scottish universities who had sexually assaulted others. The College was taking various actions to ensure appropriate lessons were learned.

The Committee was pleased to note the progress that has been made and noted that there was further work taking place in relation to finalising a new Dignity and Respect at Work Procedure which was being consulted on with the Unions. The Committee suggested that J Vincent may wish to explore tying in the release of this policy, once finalised, with an anti-bullying statement. It was also agreed that further work around providing support to members of staff who have direct responsibility for providing advice and support to students should be extended to those involved in safeguarding.

**JV**

**LMcG**

The Committee thanked L McGaw for the update.

**22.11 EMPLOYER OF CHOICE STRATEGY TO 2025**

L McGaw introduced this item and advised that this paper was linked to the overall College wide strategic plan. The Committee had asked to see a first draft of the employer of choice strategy to provide initial comments.

The Committee thanked L McGaw for sharing the first draft. It was agreed that the content was appropriate but it could be presented differently. Overall the Committee was of the view that the messaging could be more direct and simplified so that key messages were passed on more readily to the target audience. It was agreed that any comments the Committee members have should be shared with L McGaw and a further draft will come to this Committee.

**ALL/LMcG**

**22.12 ATTENDANCE MANAGEMENT REPORT – QUARTER TWO: NOVEMBER 2021 TO JANUARY 2022**

This paper was noted and the Committee referred to the fact that absence due to sickness has increased slightly. It was noted that this rise may be a direct result of the increasing return to the workplace and it was agreed that this should continue to be monitored.

**22.13 HEALTH AND SAFETY REPORT**

The Committee noted that quarter 3 data is not yet available but will be for the next meeting. The Committee noted the contents of this update.

**22.14 ORGANISATIONAL DEVELOPMENT REPORT**

This report was noted and the Committee asked for clarification on the current status of GTCS registration. It was noted that take up of the registration was relatively low and there were differing reasons for this. The Committee was advised that this was similar to what the rest of the College sector was experiencing. The Committee agreed to continue to monitor the level of GTCS registration and thanked HR/OD for the level of work carried out in this area.

With regard to the level of PDP completion, it was noted that this had been highlighted as a concern in the internal audit report as well as previously in discussions at the Committee. The Committee asked for a paper setting out what the planned approach was to tackle the low levels of completion.

**GC**

**22.15 ANNUAL PEOPLE REPORT**

The Committee was pleased to note both the content and style of this report.

**22.16 INTERNAL AUDIT REPORT – STAFF DEVELOPMENT**

The Committee noted the content of this report and the Audit Committee's request to be kept updated on progress on the completion rate for PDPs. As agreed, a paper will be provided to the next OD Committee setting out the planned approach to increasing the PDP completion rates.

**22.17 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE**

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

**22.18 REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)**

Papers to be disclosed as per their coversheet.

**22.19 ANY OTHER BUSINESS/ITEMS FOR FUTURE AGENDA**

The Committee agreed the following further agenda items: -

- An update on the blended working trial period
- Details of the SLT's action plan following the Wellbeing Survey.
- Next version of Employer of Choice strategy
- Paper on response to Internal Audit Report's concerns with PDP completion rates.

**DATE OF NEXT MEETING**

TBC