

ORGANISATIONAL DEVELOPMENT COMMITTEE

**Wednesday 10 May at 4.30pm
via teams**

The next meeting of the Organisational Development Committee will be held on Wednesday 10 May 2023 at 4.30 pm via teams.

A G E N D A

23.19	Welcome and Apologies	S Heidinger
23.20	Declarations of Interest	S Heidinger

Minutes of Previous Meeting

23.21	Minutes of Previous Meeting – 8 February 2023	P	S Heidinger
23.22	Matters Arising – Action Grid	P	S Heidinger
23.23	Notes of Support and Teaching JCNC Meetings	P	J Thomson

Items for Discussion

23.24	Assistant Principal HR's Report	P	L McGaw
23.25	KPI Report	P	L McGaw
23.26	Annual People Report	P	L McGaw
23.27	Equality Mainstreaming Report	P	D Marshall
23.28	Health and Wellbeing Survey – SLT Action Plan	P	G Crankshaw
23.29	Staff Engagement Survey	V	G Crankshaw
23.30	PDP Completion Rates – Audit Committee Update	V	G Crankshaw

Items for Noting*

23.31	Attendance Management Report – Nov-Jan 23	P	N Patton
23.32	Organisational Development Report	P	G Crankshaw
23.33	Health and Safety Report	P	G Crankshaw

***these items will not be discussed unless agreed**

Standing Items

23.34	Schedule of Work 2022/23 and 2023/24	K Mavor
23.35	Equalities Impact Assessment on Decisions Made	S Heidinger
23.36	Review of Papers (Including disclosable status)	S Heidinger
23.37	Any other business/Items for future agenda	S Heidinger

Date of Next Meeting: 20 September 2023 (Langside)

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting:	10 May 2023
Paper Title:	Assistant Principal: Human Resources Report
Action:	Information
Prepared by:	Lorraine McGaw, Assistant Principal: Human Resources
Agenda Item:	23.24
Status:	Disclosable

1. PURPOSE OF THE REPORT

The purpose of this report is to provide an update to the Organisational Development Committee on the type of activity that has been happening within the Human Resources and Organisational Development functions since the last Committee meeting, and which are not covered within other Organisational Development Committee papers.

2. ACTION FOR THE COMMITTEE

The Organisational Development Committee are asked to note this report.

3. BRIEF BACKGROUND INFORMATION

Voluntary Severance Scheme (VS)

To help support and facilitate the savings plans needed to address the funding gap in the College's three-year financial plan 2022-2025, we reported at the previous Committee meeting that a Voluntary Severance Scheme (Phase 1) would be launched on Monday 23 January and would close on Monday 20 February 2023 for applications.

The Voluntary Severance Scheme is different from previous schemes with the maximum termination payment being 9 months (depending on length of service) instead of 12 months.

We received a total of 86 applications, 46 applications from lecturing staff and 40 applications from support staff.

At the time of writing, we have approved a total of 24 applications, 16 applications from lecturing staff and 8 from support staff. These individuals will leave our employment on or before 31 July 2023.

We have met with the trade union representatives and have advised them of our position.

We are continuing to review the remaining applications, some of which are linked to impending restructures, to ensure that we do all that we can to release as many staff as we can using Voluntary Severance.

Cleaning Tender

We currently have a mixed model of delivery for our cleaning services with Cardonald campus being an in-house service and Anniesland and Langside campuses being outsourced. This was the arrangement when the three colleges merged in 2013 and has been in place for the past 10 years.

The out-sourced service went out to re-tender recently and when the costs were received it was clear that the costs to maintain an outsourced service were quite a bit higher than we anticipated.

Following further discussions, we have decided to bring the cleaning service for Anniesland and Langside campuses in-house and have begun discussions with the current contractor. We have agreed an extension period with the current contractor to continue the service until mid-October 2023. At this point we intend to TUPE transfer the staff into our employment.

An update on progress will be provided at the next Organisational Development Committee meeting.

Industrial Action

Due to the difficult financial position of the FE sector a pay award of 2% has been offered to both lecturing and support staff. An update on the position is detailed below:

Lecturing Staff

- The EIS-FELA is seeking a £5,000 pay increase for all lecturing staff, which would cost colleges an additional £37.2m this year, and each year going forward.
- This pay claim would increase a lecturer's salary at the start of the pay scale by over 14% to more than £40,000 a year.
- For context, a teacher's salary at point one on the main grade scale was £36,090 between 1 April 2022 and 1 April 2023, after the recent teachers' pay award.
- All staff in colleges have been offered a 2% pay increase for Academic Year 2022/23. This would cost colleges £11.4m.

The EIS have now given us notice that their members will be asked to undertake a programme of continuous industrial action short of strike action with effect from 2 May 2023.

The industrial action short of a strike will take the following forms:

1. 'working to rule', where members perform their duties strictly to the letter of their contract i.e. refusing to take any additional duties or attending voluntary or extra-curricular meetings or events;
2. A resulting boycott, involving members withholding students results.

They have advised that they anticipate that the industrial action short of strike action will continue until 14 September 2023 if a resolution is not found.

We anticipate that from September 2023, if a resolution is not found, that a series of dates for industrial action will be issued

Support Staff

- UNISON, along with GMB and Unite, are seeking a £5,000 pay increase for college support staff. It would cost the sector an additional £35.2m per annum and would mean an average pay increase of 16.5% for support staff.
- The support staff claim also contains Terms and Conditions requests, including a request for a reduced working week of 30 hours, additional annual leave for those not already on 49 days, living hours accreditation, increased mileage allowance and mental health days. These would also come with additional costs for the sector.
- All staff in colleges have been offered a 2% pay increase for Academic Year 2022/23. This would cost colleges £11.4m.

Both UNISON and GMB have advised that they have issued a Statutory Ballot on National Industrial Action to their members

At the time of writing UNISON have advised that Nationally they had a turnout of **62.4%** with **92.5%** voting in favour of strike action. We have not received any notification of dates for action.

GMB did not receive a mandate for industrial action from their members.

4. SUPPORTING DOCUMENTATION/FURTHER INFORMATION

N/A

5. RISKS

There are risks associated with not getting the number of Voluntary Severance exits required to meet the savings target.

6. ANY OTHER SIGNIFICANT IMPACT eg STUDENT EXPERIENCE/LEGAL/FINANCIAL/EQUALITY & DIVERSITY

N/A

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting:	10 May 2023
Paper Title:	KPI Report – Quarter 2
Action:	Information/Discussion
Prepared by:	Lorraine McGaw, Assistant Principal: Human Resources
Agenda Item:	23.25
Status:	Disclosable (except HR KPIs)

1. PURPOSE OF THE REPORT

This attached paper provides an update on the Key Performance Indicators for Quarter 2 of Academic Session 2022/23. For data protection purposes, the Committee are asked to note that the Human Resources Management KPIs are non-disclosable.

2. ACTION FOR THE COMMITTEE

To discuss the report.

3. BRIEF BACKGROUND INFORMATION

The Organisational Development Committee requested that a Red, Amber, Green (RAG) status be used for the KPI grid therefore alerting/assuring the committee of the current position.

- **RED** – significant concern that the target will not be met
- **AMBER** – some concern that the target will not be met
- **GREEN** - target met or exceeded

The following KPI's are highlighted for Quarter 2:

Occupational Health surveillance baseline test completion for at risk areas

Although we have seen an increase in the Occupational Health Surveillance KPI we are still not where we want to be, and work is underway with the Procurement team to put out a tender for a full Occupational Health Service provider to cover surveillance and the general Occupational Health requirements of the College.

Health and Safety Induction Completion Rates

We are currently investigating a technical issue that is causing some new staff to experience difficulties in being able to access College systems to complete the health and safety induction. These technical difficulties have had an impact on the number of staff able to access the online induction which has seen a downward turn in our KPI data in quarter 2.

Working days lost through sickness absence

The overall percentage sickness absence for Quarter 2 is 5.3%, this is an increase of 0.8% in comparison with Quarter 2 last year and above the full year target figure of 3.9%. It is not unusual for the Quarter 1 and Quarter 2 figures to be higher than the yearly target figure given the winter period however we will monitor this figure very closely and HR will continue to provide timely and appropriate interventions.

Working days lost to work related stress

We have seen an increase in staff reporting work related stress for their absence this quarter. HR are working closely with the members of staff and their line managers to provide support.

Protected Characteristics Data

We continue to work to improve the collection of this data and will continue to run campaigns periodically.

% Permanent staff voluntary turnover

The voluntary turnover figure has increased in Quarter 2, and this is mainly as a result of a couple of ill-health retirements.

4. SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

Appendix No: 1 – Key Performance Indicator Grid

5. RISKS

There are no specific risks associated with this paper.

6. ANY OTHER SIGNIFICANT IMPACT e.g. STUDENT EXPERIENCE/LEGAL/FINANCIAL/EQUALITY & DIVERSITY

N/A

Items to be reported to Committee – Non KPI data

Participation in Leadership Development Programme	Leadership Development Programme being reviewed and participation will be reported to Committee
HSE Reportable accidents (RIDDOR)	Health and Safety reports are submitted to each Committee meeting
Gender balance	An annual report will be submitted to the Committee on the gender balance across the College by grade level.
Participation rates in staff engagement surveys	A summary report will be submitted to the Organisational Development Committee after each survey including participation rates

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting:	10 May 2023
Paper Title:	Annual People Report 2021 - 2022
Action:	For noting
Prepared by:	Lorraine McGaw, Assistant Principal: Human Resources
Agenda Item:	23.26, 23.26A1
Status:	Disclosable

1. PURPOSE OF THE REPORT

This purpose of this paper is to share the College 'Our People' Report for 2021-2022.

2. ACTION FOR THE COMMITTEE

The Organisational Development Committee are asked to note the report.

3. BRIEF BACKGROUND INFORMATION

This is our third 'Our People Report', that we have published with the first publication being in 2018/19.

The people report is designed to demonstrate how important our staff are and highlight that we strongly believe that by investing in our staff, we will provide the best possible learning experience for our students.

4. SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

Appendix 1: Our People Report 2021 - 2022.

5. RISKS

The key actions in the action plan will address any potential risks identified in the People report.

**6. ANY OTHER SIGNIFICANT IMPACT
e.g. STUDENT EXPERIENCE/LEGAL/FINANCIAL/EQUALITY & DIVERSITY**

N/A



OUR PEOPLE

2021 - 2022

MISSION

INSPIRATIONAL LEARNING

CHANGING LIVES

VISION

By 2025 Glasgow Clyde College will be celebrated as a socially progressive college which is relentlessly focused on improving the prosperity of the communities it serves.

The college will be acknowledged for its unrivalled 'career ready' students, employment focused curriculum, pioneering approaches, financial resilience and members of staff who are passionate in their pursuit of excellence.

Glasgow Clyde College will be the partner of choice for employers, the employer of choice for members of staff and the college of choice for our communities.

OUR COLLEGE VALUES



People-centred

We are unwavering in our expectation that we conduct ourselves in a manner which is open, respectful and with uppermost integrity. The needs and interests of our students, colleagues and stakeholders will be at the forefront of all decision-making.



Pioneering

We are restless in our desire to be innovative, ambitious, forward-thinking and courageous in the pursuit of creating an unrivalled inspirational learning experience and work environment.



Principled

We are determined to ensure that fairness, equality and inclusivity are embedded into the heart of the College and guide everything we do.



Passionate

We are relentless and tenacious in our ambition to inspire students and colleagues to achieve their potential, change their lives and support them to overcome the barriers to doing so.

INTRODUCTION

By Lorraine McGaw
Assistant Principal, Human Resources



Welcome to the People Report 2021/22, I am proud to present our highlights over this past year. As a college community, we continued to come together and adapt to challenge after challenge, driven forward with our vision and values in mind.

I invite everyone to celebrate our successes and recognise the contributions of our fellow team members.

As we move forward, we want to make sure that Glasgow Clyde College is well positioned to create a workplace that enables all of us to do our best work, promotes a sense of belonging, improves our wellbeing and creates an inclusive culture to enable us to be the employer of choice.

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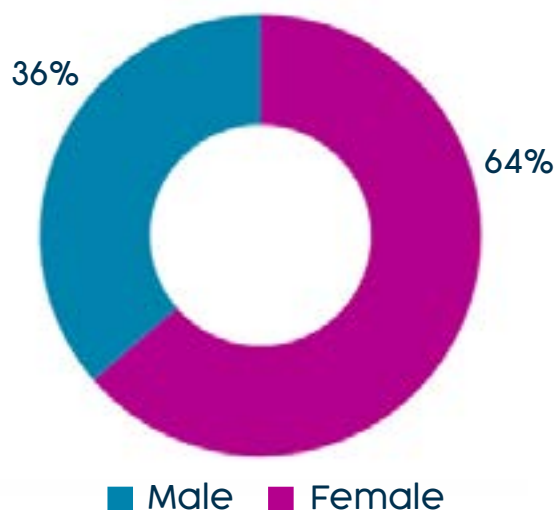
GENDER AND AGE PROFILE

5

Over the last year our headcount has increased from 1,014 to 1,063, our FTE has increased from 624 to 675, our voluntary turnover is 4.2% and 55% of our workforce work part-time as we continue to promote our flexible working opportunities. In 2021/2022 35 staff received long service awards (25 years).

Our gender and age profile as at end of August 2021 was as follows:

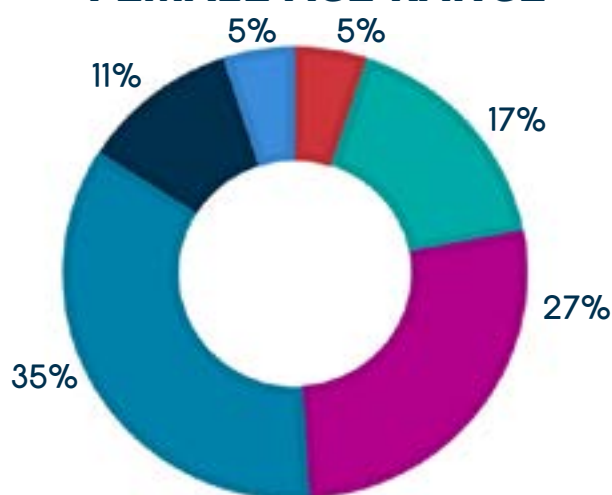
GENDER



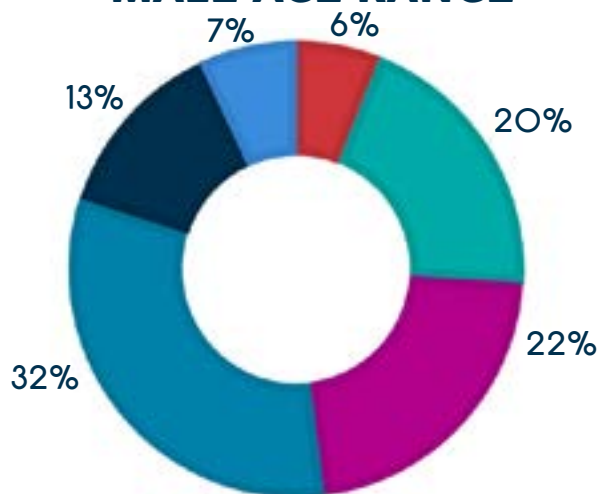
678 females and 387 males make up our current staff. 64% of our staff are female, 36% are male.

The highest proportion of staff, both male and female, is in the 50-59 age range. The highest percentage of staff (36%) fall within the age group 55-59 years.

FEMALE AGE RANGE



MALE AGE RANGE



20 - 29 30 - 39 40 - 49 50 - 59 60 - 64 65+

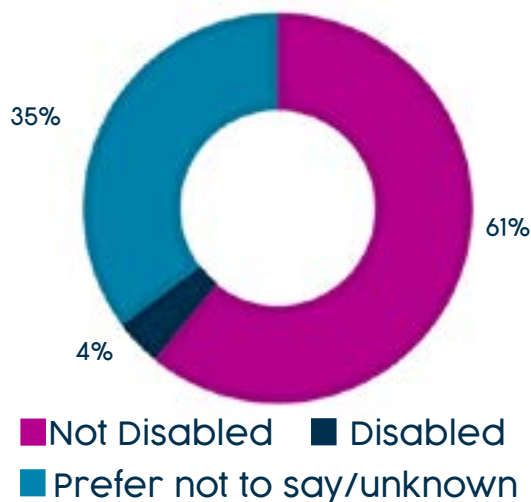
20 - 29 30 - 39 40 - 49 50 - 59 60 - 64 65+

DIVERSITY EQUALITY AND INCLUSION

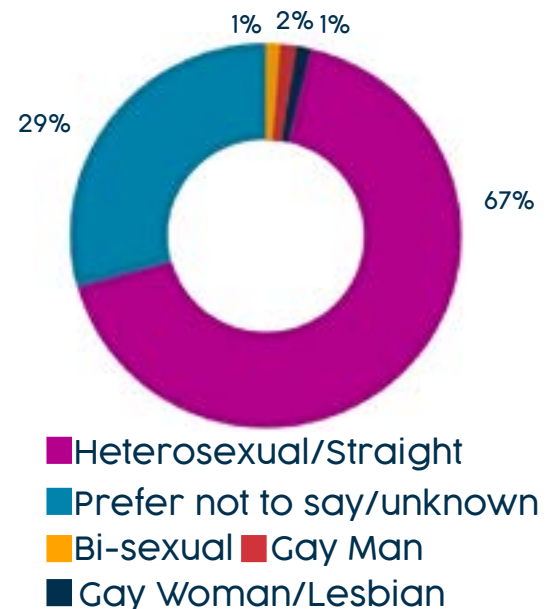
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Scottish and British continue to be the dominant nationalities of our staff. Work continues to widen the diversity of our staff. Staff are encouraged to disclose all equality data.

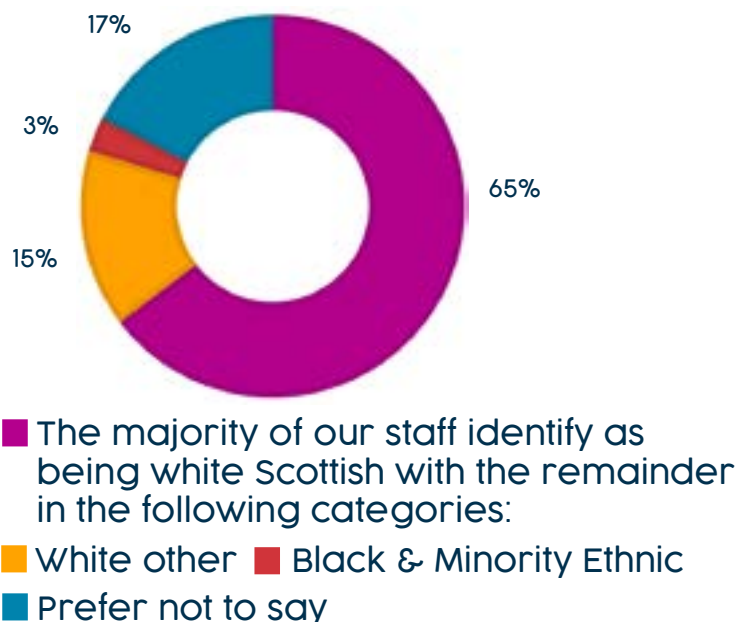
DISABILITY



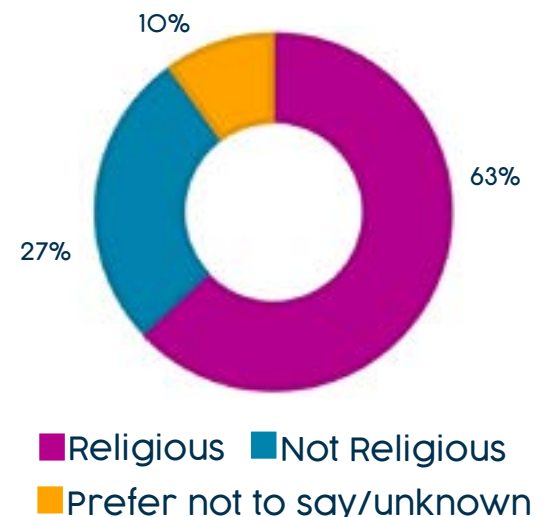
SEXUAL ORIENTATION



NATIONALITIES



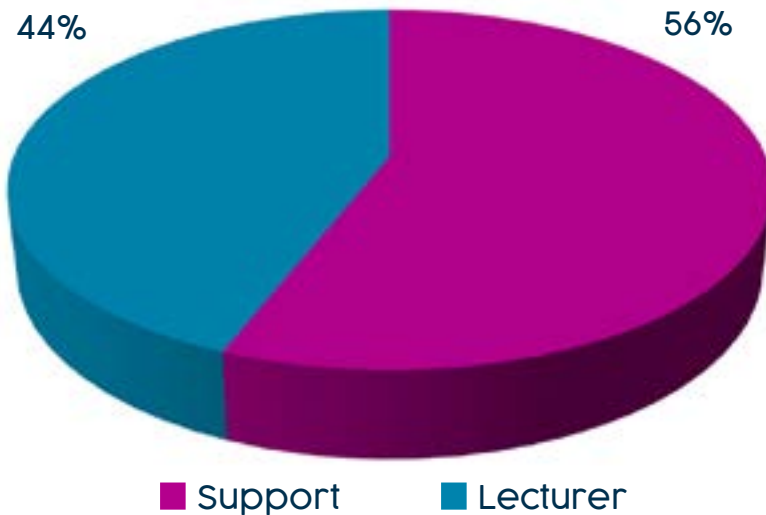
RELIGIOUS BELIEFS



RECRUITMENT ACTIVITY

7

VACANCIES



During academic year 2021/22, the College advertised 199 vacancies. Of these 111 were support staff posts and 87 were lecturing posts. In total 1813 applications were received for these posts averaging 9 applications for each vacancy.

EMPLOYEE RELATIONS

We continue to work in partnership with our trade union colleagues from EIS, Unison and GMB. Whilst a significant number of our employee terms and conditions are now determined through National Bargaining, we hold regular local Joint Consultative and Negotiating Committees (JCNC) with our trade union colleagues in order to discuss local issues.



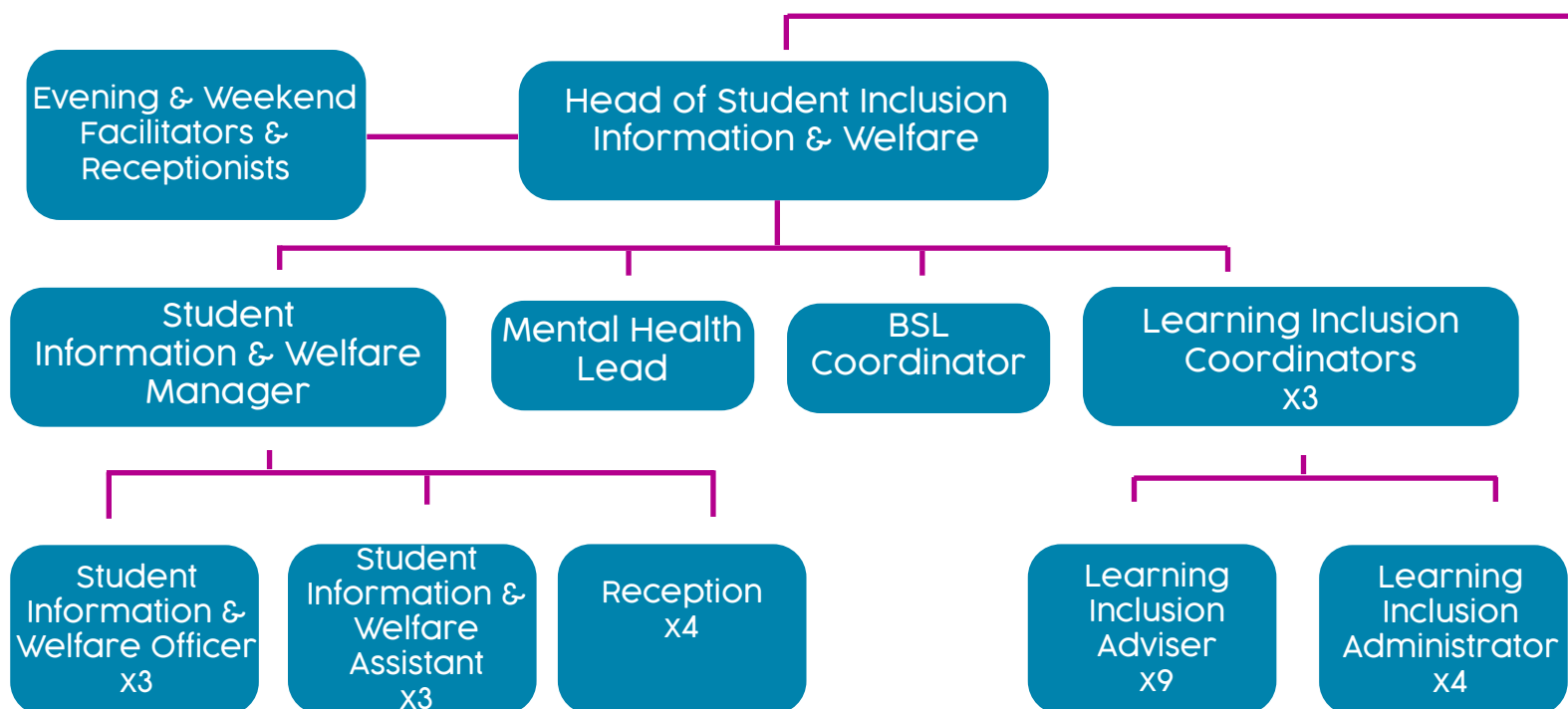
STUDENT EXPERIENCE RESTRUCTURE

8

On 20 January 2022, the College published details of the proposed changes to the Student Experience staffing structure. Within this document, the rationale for change was detailed along with the proposed new structure. Meetings were held with staff from eLearning, Libraries, Student Advice, Learning Inclusion, GCCSA, GMB and Unison prior to this date to discuss the proposed changes. A full response was received from all.

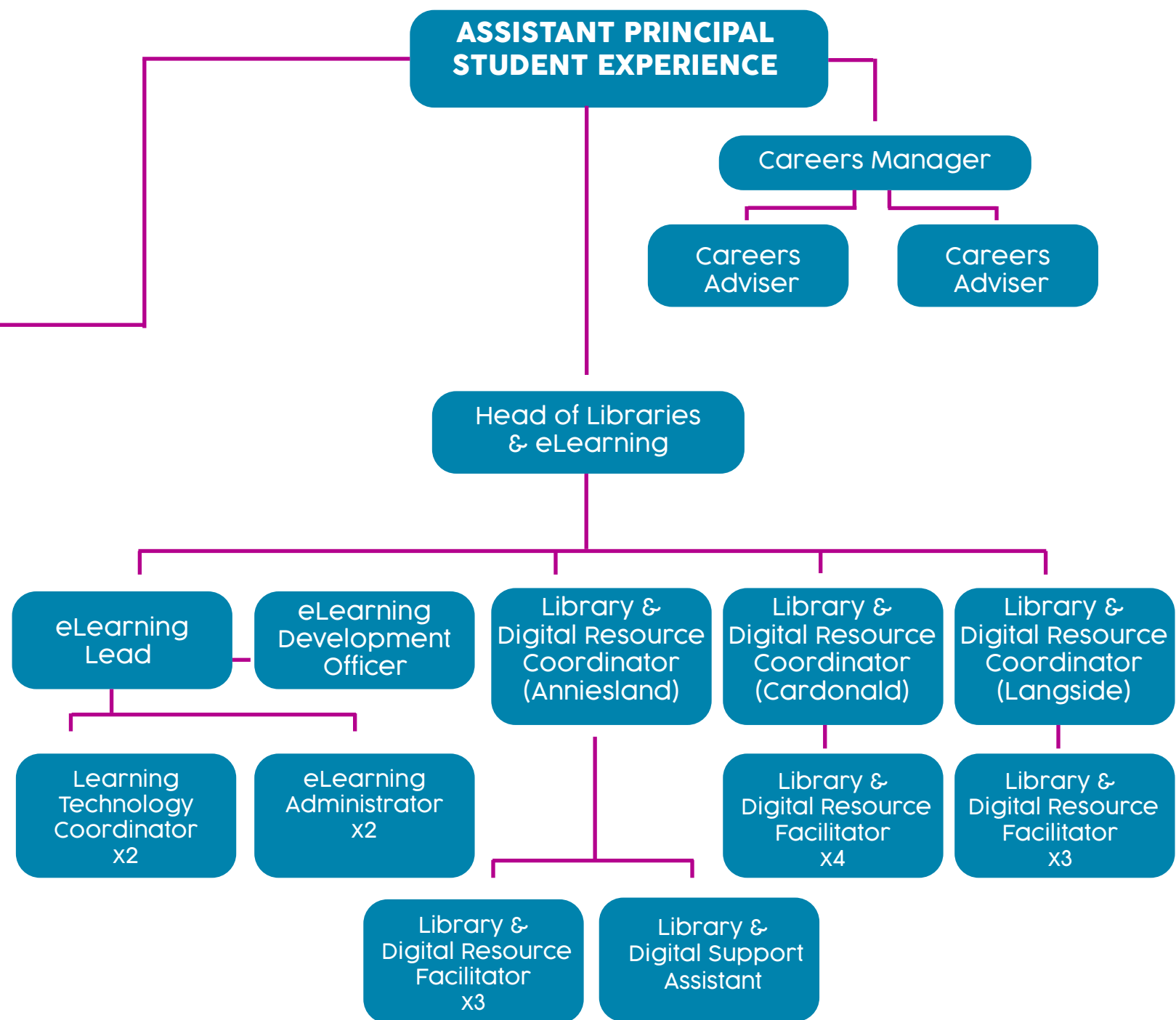
The feedback was collated and reviewed, and the final structure was released. Where possible individuals were matched into posts, any vacancies were advertised and interviews took place. The transition into the new structure began week commencing 2 May 2022.

A review of this restructure will be carried out during Academic year 2022/23.



STUDENT EXPERIENCE RESTRUCTURE

9



HEALTH AND WELLBEING

10

Our Healthy College Group, made up of staff volunteers, leads on a programme of activities to support and promote health and wellbeing. These activities aim to raise awareness, increase knowledge, signpost and embed strategies to improve the mental and physical wellbeing of our staff.

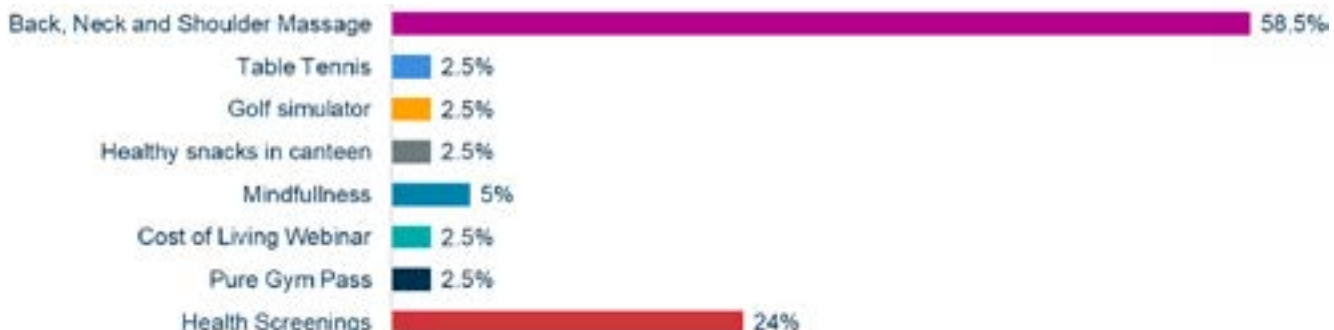


The annual Healthy College Day took place on Friday 17th June 2022, with a range of activities and workshops available. This event allowed staff to focus on their own wellbeing, take time for some self-care, try new experiences or simply recharge. 181 sessions took place on the day. We undertook an evaluation of the day and the results are shown below.

ACTIVITY PARTICIPATION



FAVOURITE ACTIVITY



GOOD VARIATION OF ACTIVITIES



HEALTH AND WELLBEING

11

In April 2022 through Scottish Government funding we recruited a temporary Health and Wellbeing Officer for staff who has been developing our wellbeing programme and identifying areas for development. We have developed the staff wellbeing intranet page providing information and resources on a variety of topics and opportunities available across the College.

Our wellbeing approach includes access to occupational health services, the employee assistance programme and a dedicated mental health helpline.

The College Wellbeing Group with membership from management, staff, EIS, GMB and Unison undertook an Organisational Stress Risk Assessment. Working together the group successfully achieved this and implemented an action plan to address the issues raised in the assessment.

This group went on to issue a Wellbeing Survey to all staff in December 2021. The Senior Leadership Team (SLT) took the themes identified in the survey and through workshops agreed the actions to be taken to address the issues raised.

Some of the actions being taken from the results of the survey are shown here.



YOU SAID WE DID

COMMUNICATING AND IMPLEMENTING CHANGE

Internal Communications
Guidelines published

FEEDBACK ON PERFORMANCE

Enhanced Personal
Development Planning process

BULLYING AT WORK

Updated Dignity & Respect
statement and guidance
published

WORKLOAD MANAGEMENT

Training for all College
Managers



YOU SAID WE ARE DOING

COMMUNICATING AND IMPLEMENTING CHANGE

Reviewing the structure of SLT
meetings

FEEDBACK ON PERFORMANCE

New evaluation process for
support teams

BULLYING AT WORK

Refreshing the student charter
and signage in customer facing
areas

WORKLOAD MANAGEMENT

New planning cycle and
business process reviews

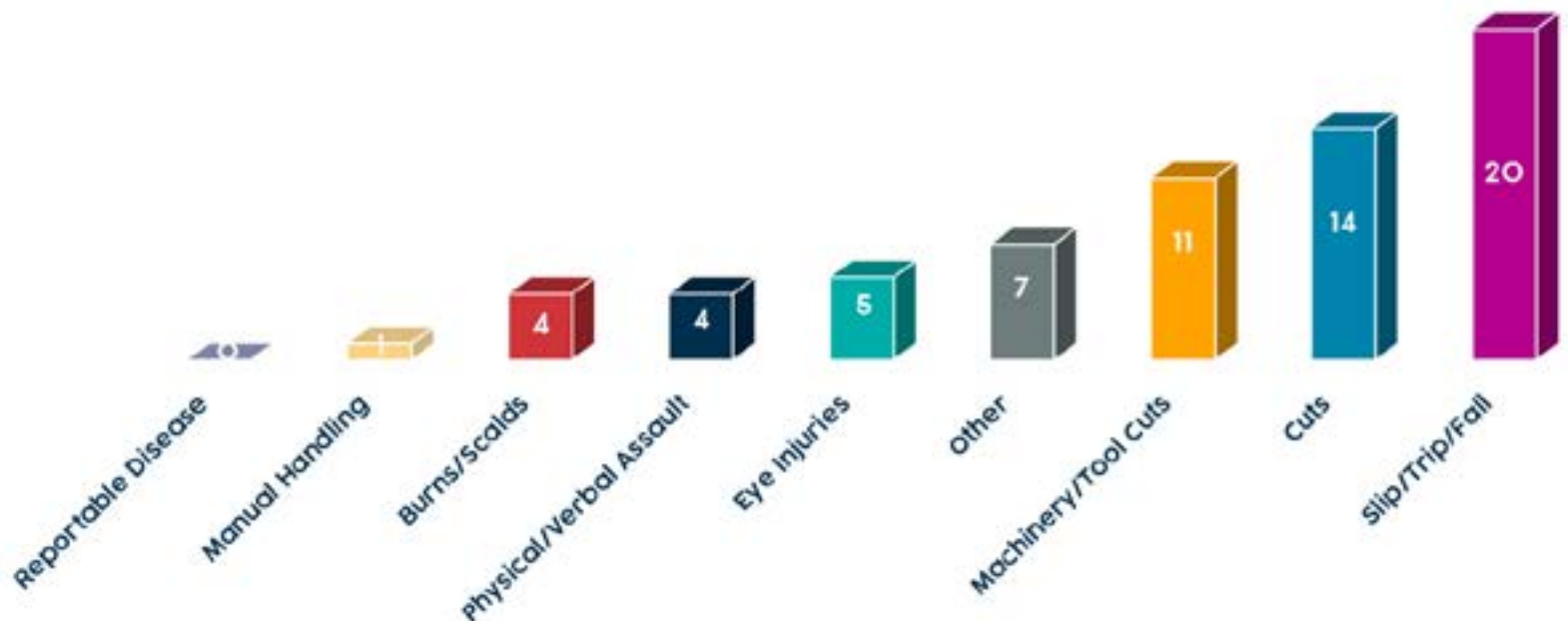
HEALTH AND SAFETY

12

Following the COVID-19 pandemic the College began a blended working pilot which allowed the gradual re-opening of services throughout the academic year. The College carefully reduced mandatory social distancing and continued to promote Covid-secure practices in line with the Scottish Government guidelines.

Staff were encouraged to continue the reporting of incidents; with a focussed campaign on Hazard Observations and Near Miss reporting from staff through the Accident Incident Reporting (AIR) System on the intranet. For the year 21/22 Hazard Observations reported were 22 and Near Miss reports were 24. As these are new categories for staff to record this was encouraging as it demonstrated a move towards a more proactive Health and Safety culture in the College.

ACCIDENT STATISTICS 2021 - 2022

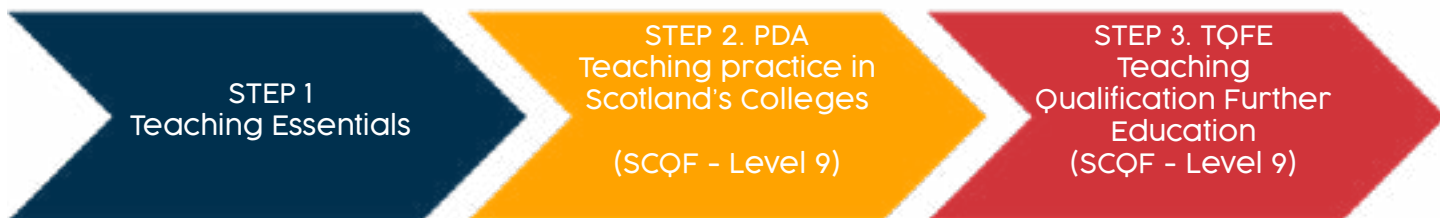


DEVELOPING OUR PEOPLE

13

Professional Pathway for Lecturers

The College is continuing with the successful Professional Pathway for Lecturers programme. This programme takes Lecturing staff on a journey from Teaching Essentials through to the sector qualification Teaching Qualification Further Education.



Teaching Essentials	38
PDA	13
TQFE	23

Teaching Essentials

Karen Sturgeon

Computing Lecturer

"The teaching essentials course is hugely worthwhile. The book that accompanies the course is informative, not only do you learn the best way to create lesson plans, but also you understand the reasoning behind it. It was also good meeting lecturers from other departments; we were able to share ideas and best practices."

PDA

Kevin Watson

Sport & Fitness Lecturer

"Having been involved in teaching and sports coaching in a specialist secondary school for almost 20 years, the PDA in Teaching in Scotland Colleges facilitated me in reflecting on that experience and how to use it in my new role as a part-time college lecturer in sport and fitness. The teaching fellows supported this

reflection and encouraged me to investigate how I could apply sports coaching-based concepts to enhance my learning and teaching practice at the college. The PDA supports an evidence-based practice approach to learning and teaching, and I would highly recommend it to both experienced lecturers and those new to the profession."

TQFE

Heather Green

Business & Finance Lecturer

"I signed up for the TQFE course mainly to formalise my teaching experience and take up the opportunity to have my online and hybrid teaching observed. In addition to all of that I got valuable insight into being an online student and using digital tools which encouraged me to explore further developments in eLearning and pursue a full-time role in this area."

DEVELOPING OUR PEOPLE

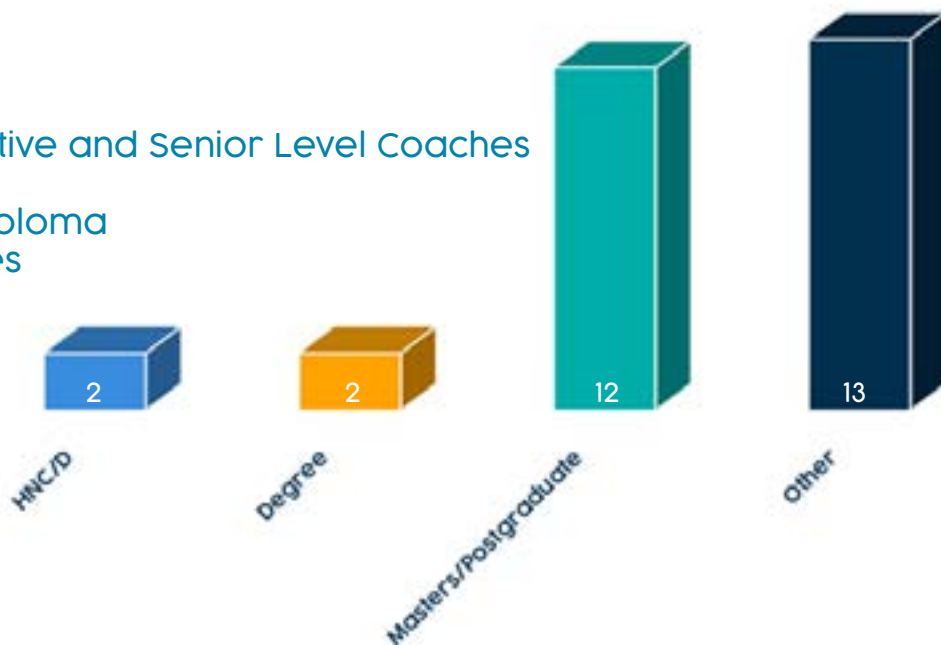
14

Professional Development Sponsorship

The College offers staff the opportunity to be sponsored to achieve a further or higher education qualification. During 2021/22 we supported 29 staff in the following qualifications:

Courses included:

- ILM Level 7 Diploma for Executive and Senior Level Coaches
- Master of Educational Studies
- Information Cyber Security Diploma
- HNC Working with Communities



Leadership & Management Development

Following a restructure of the College Academic Management, 52 new Management positions were created.

The College developed an extensive induction and ongoing training programme for this group of Managers to ensure that they had the skills and knowledge to be successful in their new roles. These are some of the topics covered in the programme.



Canvas - Virtual Learning Environment	College Admissions	Commercial Awareness	Curriculum Development
Curriculum Support	Equality, Diversity & Inclusion	Evaluation	GTCS Professional Standards
Improving the Student Experience	Leadership & Management Development	Leading Improvement	Management Information Systems
Marketing	Mental Health	Planning	Quality

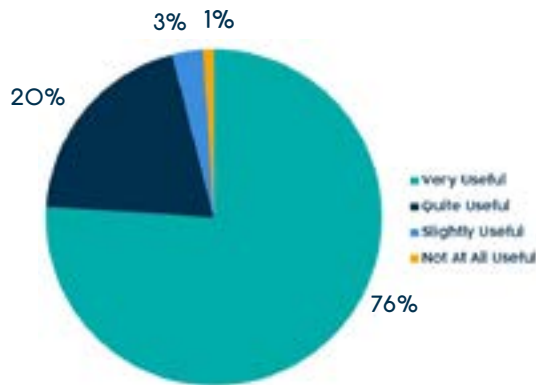
DEVELOPING OUR PEOPLE

15

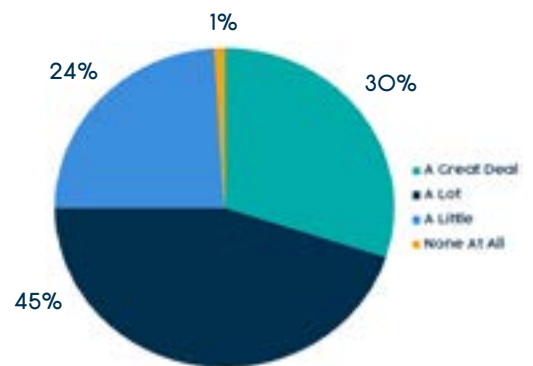
Staff Continuous Professional Development

Staff are provided with opportunities to participate in training and development throughout the year, including 3 'Learning Days' offering numerous development events for staff to attend. Feedback for all courses across 2021/2022 was as follows:

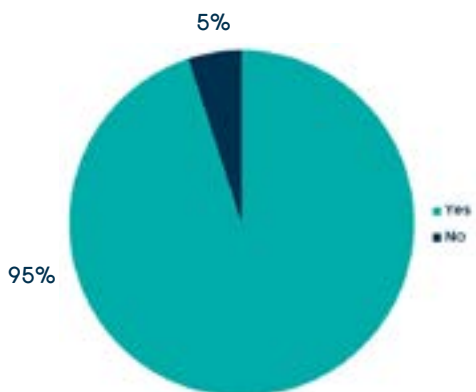
How useful to your job/role was the information presented in the training?



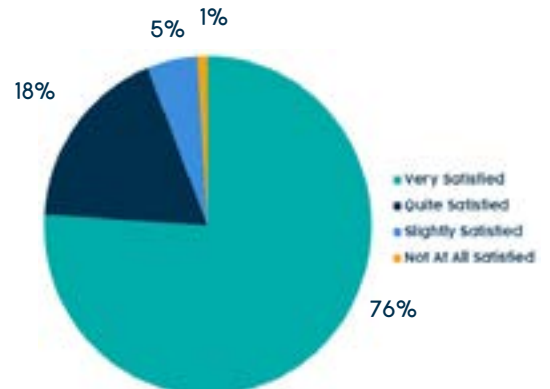
How much have your skills/knowledge improved because of the training?



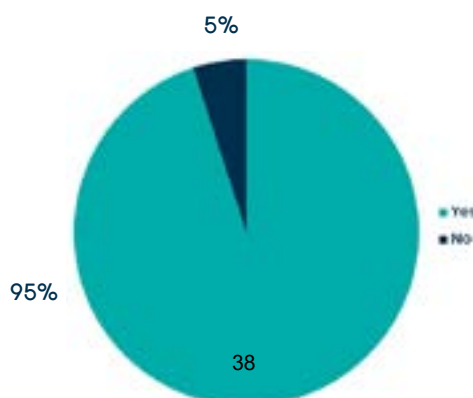
Did the content of the course meet your expectations



Overall what were your satisfaction levels with the training?



Would you recommend the course to a colleague?

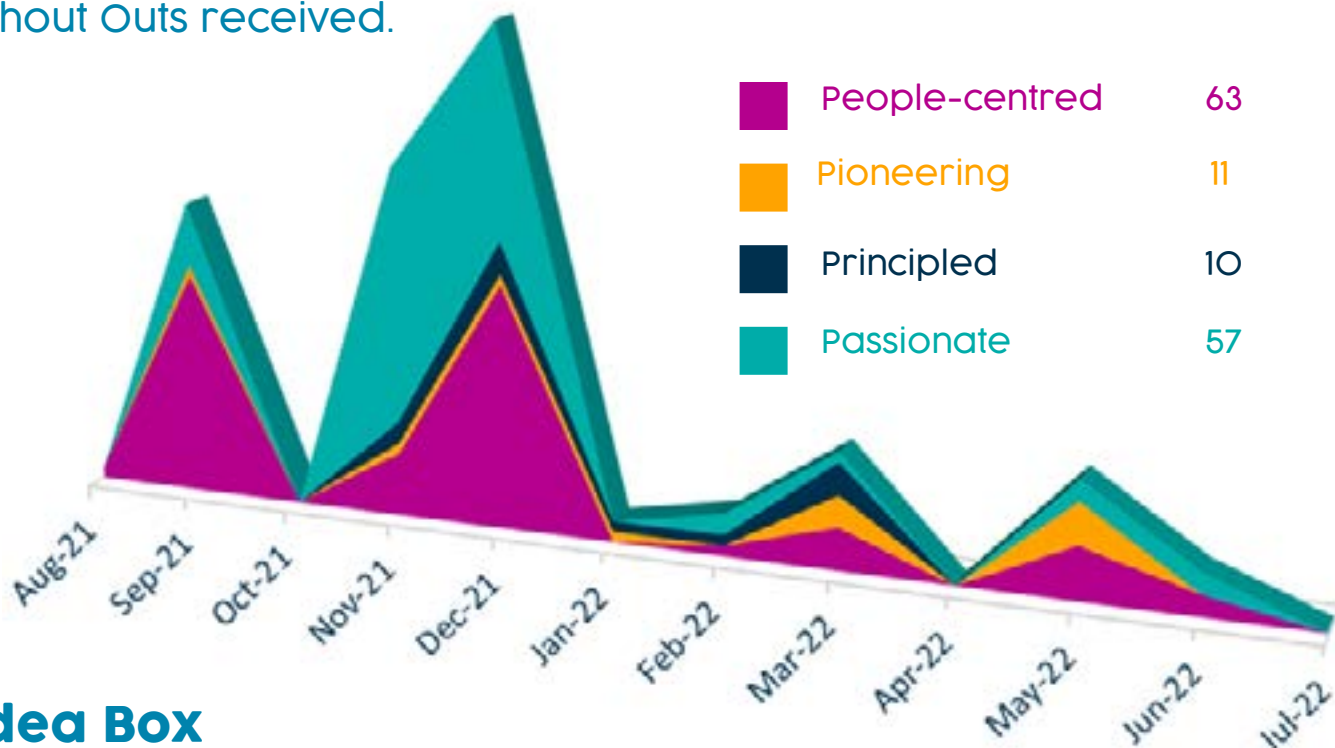


EMPLOYEE ENGAGEMENT

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Clyde Shout Outs

Our peer to peer recognition programme, allowing staff to recognise another member of staff's contribution to the College under the four College values, remained popular with a total of 141 Shout Outs received.

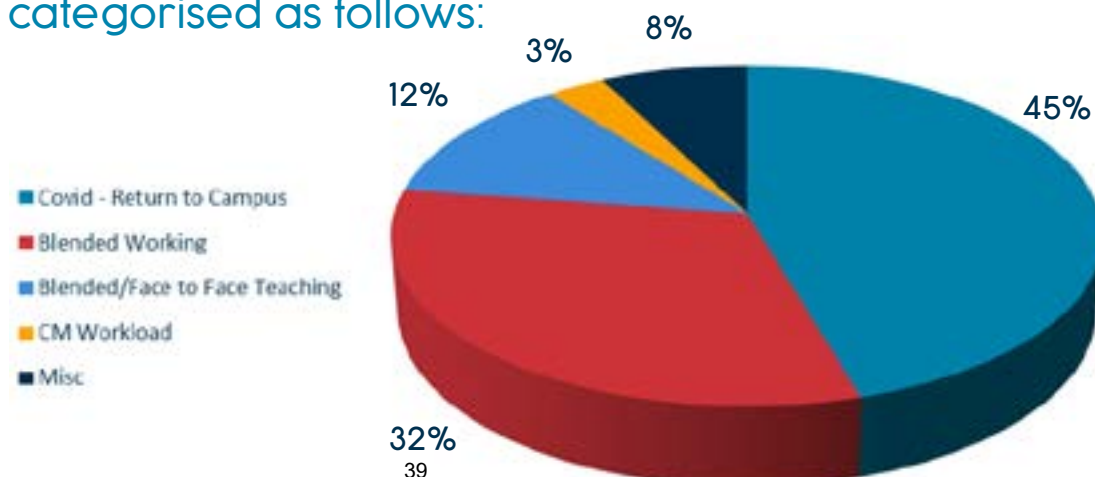


Idea Box



Idea Box is a channel for staff to speak up and share their thoughts, ideas, or concerns at any time. In preparation for staff returning to campuses in March 2022 staff were asked to share any thoughts or concerns they had.

A total of 66 comments were received and categorised as follows:



EMPLOYEE ENGAGEMENT

17

Blended Working

We implemented a blended working pilot scheme to ascertain whether some of the positive aspects of working during the pandemic would work well for the College in a post pandemic world.

Participating teams worked together to come up with a model of blended working that they thought would be successful for their team whilst still maintaining a high service level for their customers.

Following an evaluation of the pilot at the end of the academic year, it was agreed to extend the pilot into the 22/23 academic year to give a clearer picture of the impact of blended working on our services. The pilot is due to end in July 2023 and will be re-evaluated to decide whether the College will adopt this model for suitable departments.



AWARDS from 2021/2022

18

The College was delighted to be acknowledged by external organisations for the following people focused awards.



Royal Society
for Prevention of
Accidents Gold Award
for the 9th year
running



The British Florist
Association Industry
Awards winner of Floristry
Training Provider of the
Year Award



College Development
Network Awards
winner of the
Innovation Award



Left
The Horticulture
Team won
Floristry Training
Provider of the
Year Award at
the British Florist
Association
Industry Awards

Right
The Healthcare
Team won the
Innovation Award
at the College
Development
Network (CDN)
Awards



Right
The Glasgow Clyde
College Student
Association (GCCSA)
were awarded the
Silver Charter by LGBT
Scotland



High level priorities for 2022/2023 to support us as an Employer of Choice

- **Deliver the 2023 Staff Engagement Survey**

- **Manage the 2022/23 Staff Awards**

- **New Recruitment procedure**

- **Complete the Health and Safety Review**

- **Develop and introduce a Mentoring Programme**

- **Ensure all mandatory Health & Safety Training is completed**

- **Continue to enhance the Health & Wellbeing Guidance and Training for staff**

- **Strengthen the Leadership and Management Development Programme**

- **Promote and train on the Personal Development Planning Process**

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting:	10 May 2023
Paper Title:	Public Sector Equality Duty Reporting (PSED) - Equality Mainstreaming Report
Action:	For Discussion
Prepared by:	David Marshall, Assistant Principal: Student Experience
Agenda Item:	23.27
Status:	Disclosable

1. PURPOSE OF THE REPORT

The purpose of this report is to provide an overview of two PSED reports to the Committee. The Equality Mainstreaming Report and the Progress Toward the Equality Outcomes Report provide a summary of activity that has been undertaken in the College over the past 2 years.

2. ACTION FOR THE ORGANISATIONAL DEVELOPMENT COMMITTEE

The Organisational Development Committee is asked to discuss this paper.

3. BRIEF BACKGROUND INFORMATION

To ensure compliance with our General Equality Duty, the College must:

- Eliminate discrimination, harassment and victimisation and other conduct prohibited by the [Equality Act \(2010\)](#);
- Foster good relations between people from different groups - this involves tackling prejudice and promoting understanding between people from different groups; and
- Advance equality of opportunity between people from different groups.

The College has 4 Equality Outcomes it has identified that will allow us to target specific protected characteristics and priorities:

1. Recruitment of a diverse workforce, particularly those from black and minority ethnic backgrounds and disabled individuals, which will cultivate an inclusive and innovative college community;
2. Staff and students at Glasgow Clyde feel a sense of belonging and are confident they will thrive in a safe and supportive college community;
3. Our services respond to and meet the needs of all disabled staff and students, including those with a mental health condition; and
4. Staff are fully supported to create and deliver an inclusive curriculum.

4. **SUPPORTING DOCUMENTATION/FURTHER INFORMATION**

Reporting

The College has produced reports on Mainstreaming and Progress Toward Equality Outcomes in addition to HR developed equality reports on Equal Pay and Gender Pay Gap. Reports are published on the College website and are available on the links below.

Equality Mainstreaming Report 2021-23

[Equality Mainstreaming Report 2021-2023 original.pdf \(glasgowclyde.ac.uk\)](https://glasgowclyde.ac.uk/equality-mainstreaming-report-2021-2023-original.pdf)

Equality Outcome Progress Report 2021-23

[Equality Outcome Progress Report 2021-2023 original.pdf \(glasgowclyde.ac.uk\)](https://glasgowclyde.ac.uk/equality-outcome-progress-report-2021-2023-original.pdf)

5. **RISKS**

Failure to ensure that the College adheres to relevant Equality legislation and guidance may result in the College not meeting its' public sector duties and ultimately, we may be acting unlawfully.

6. **ANY OTHER SIGNIFICANT IMPACT e.g. STUDENT EXPERIENCE/LEGAL/FINANCIAL/EQUALITY & DIVERSITY**

Equality Impact Assessments will be carried-out in relation to policy initiatives, project activity and changes to custom and practice.

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting:	10 May 2023
Paper Title:	Health and Wellbeing Survey Action Plan
Action:	For Noting
Prepared by:	Gillian Crankshaw, Organisational Development Manager
Agenda Item:	23.28, 23.28A
Status:	Disclosable

1. PURPOSE OF THE REPORT

- 1.1 This report provides details of the Health and Wellbeing Survey Action Plan.

2. ACTION FOR THE COMMITTEE

- 2.1 The Organisational Development Committee are asked to note this report.

3. BRIEF BACKGROUND INFORMATION

- 3.1 Following the Health and Wellbeing Survey that was carried out in December 2021, Organisational Development facilitated a workshop for the Senior Leadership Team (SLT) to review the outputs of the survey.
- 3.2 An action plan was agreed with members of the SLT agreeing to undertake specific actions to address the issues raised in the survey. The plan, which is attached at Appendix 1, is monitored and updated regularly by the SLT.
- 3.3 Any actions taken as a result of the survey are communicated through Clyde Connects.

4. SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

23.28A Health and Wellbeing Survey Action Plan

5. RISKS

N/A

6. ANY OTHER SIGNIFICANT IMPACT e.g. STUDENT EXPERIENCE/LEGAL/FINANCIAL/EQUALITY & DIVERSITY

N/A

Health & Wellbeing Survey Workshops - Outputs

WORKLOAD MANAGEMENT – 10 May 2023

ACTION	LEAD	TIMELINE	Update
Deliver Priority Management Training to address protocols for emails.	LMcG	Oct 2022	Complete
Introduce a planning cycle to: <ul style="list-style-type: none"> • Ensure a consistent approach to planning. • Introduce a framework. • Agree priorities and deadline. • Develop clear processes. • Use the College calendar. 	JV	26 January 2023	Currently being finalised
Conduct a range of business process reviews to: <ul style="list-style-type: none"> • Analyse workload flows. • Ensure right training and resources are in place. • Promote College systems and ensure they are meeting the needs of staff and students. Such as timetabling, admissions and student recruitment and staff utilisation.	JR/JT	28 Feb 2023	Timetabling working group established and reviewing future timetabling system options Admissions process reviewed.
Use Business Improvement Group to generate a structured action plan for problem solving	JT	End May 2023	Group to review document at next meeting

Health & Wellbeing Survey Workshops - Outputs

FEEDBACK ON PERFORMANCE – 10 May 2023

ACTION	LEAD	TIMELINE	Update
Review and enhance the PDP process.	LMcG	Oct 2022	Complete
Investigate the use of Student Achievement Rates per Unit (SARU) data to enhance learning and teaching	JR/EB	July 2023	This work is ongoing with a target completion date of July 2023.
Protocols to be designed for communication: <ul style="list-style-type: none"> Regular 1:1 or team meetings to be held Process to cascade information from SLT Upwards communication within the organisation to be facilitated 	LMcG	Nov 2022	Complete
Enhance team feedback by: <ul style="list-style-type: none"> Using self-evaluation for support teams. More effectively promote feedback from SFC satisfaction survey and early impressions survey. 	EB/DM	June 2023	Support areas undertaking self-evaluation process. Quality and GCCSA promoting SFC Student Satisfaction Survey

COMMUNICATING AND IMPLEMENTING CHANGE – 10 May 2023

ACTION	LEAD	TIMELINE	Update
Develop a process / guide on communicating and implementing change	JT	June 2023	Guide to be prepared
Implement training to build project management capability/capacity for key staff	JT	June 2023	Training to be offered
Review structure of SLT meetings: <ul style="list-style-type: none"> Themed approach with clear outcomes Action driven 	JV/JR	26 January 2023	Complete
Publish Internal Communication Plan	LMcG	December 2022	Complete

Health & Wellbeing Survey Workshops - Outputs

BULLYING AT WORK – 10 May 23

ACTION	LEAD	TIMELINE	Update
Publish an updated Dignity and Respect definition/statement	JV	January 2023	Complete
Improve communication: <ul style="list-style-type: none"> • Refresh Student Charter. • Signage in customer facing areas regarding acceptable behaviour. 	LMcG/DM	January 2023	GCCSA have completed the refresh and it will now be passed to Marketing. Signage is now completed and will be printed before being passed to front-facing areas for display.
Respect project: <ul style="list-style-type: none"> • Understanding causes of bullying. • Work with management, unions and Student Association. • Communication plan. • Mediation. • Training and awareness sessions. • Psychological Safety • Nurturing College • Produce a guide on how to deal with bullying 	SLT	2022 - 2025	Ongoing
Promote report and support: <ul style="list-style-type: none"> • Introduce easier ways to report instances of bullying. • Awareness for managers on support available. • Use complaints process. 	LMcG/DM	Initial outline by 9 March 2023	Complete

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting:	10 May 2023
Paper Title:	Organisational Development Report
Action:	For Noting
Prepared by:	Gillian Crankshaw, Organisational Development Manager
Agenda Item:	23.32, 23.32A1, 23.32A2, 23.32A3, 23.32A4, 23.32A5
Status:	Disclosable

1. PURPOSE OF THE REPORT

- 1.1 This report provides details of some of the activities of the Organisational Development team since our last report to the Committee in February 2023.

2. ACTION FOR THE COMMITTEE

- 2.1 The Organisational Development Committee are asked to note this report.

3. BRIEF BACKGROUND INFORMATION

3.1 Teaching Professional Pathway

- 3.1.1 There are two final Teaching Essentials courses taking place this academic year. The first course commenced in March and is running for an hour a week over 12 weeks and an additional condensed 3-day course is taking place in June.
- 3.1.2 We have recently carried out a targeted campaign, with support from the Curriculum Assistant Principals, for staff who have no teaching qualification, to encourage them to attend the Teaching Essentials course. This saw an increase in the number of staff who booked to attend the latest session and we will look to use this campaign model again for future intakes.
- 3.1.3 20 staff are expected to complete the PDA -Teaching Practice in Scotland's Colleges, by June 2023.
- 3.1.4 10 staff are continuing to study the TQFE qualification with the University of Aberdeen and are expected to complete by May 2023.
- 3.1.5 The College are planning to support 5 staff members to attend TQFE in 2023/24. We are currently looking at plans on how we can utilise our internal resource to enhance the number of staff supported through the Teaching Essentials and PDA programmes.

3.2 Leadership and Management Development Programme

- 3.2.1 The results of the Health & Wellbeing Survey highlighted that 'Workload Management' was an issue for our managers, with the specific issue of managing emails.
- 3.2.2 Since January 2023, we have been delivering the Working Sm@rt training programme which provides managers with the tools and techniques to manage the prioritisation of workload and emails. The training consists of a group course followed by a one-to-one coaching session. Feedback on the training so far has been excellent with 44% of managers surveyed stating that they are 'very satisfied' with the training and 56% stating they are 'extremely satisfied'.
- 3.2.3 Also we are rolling out Recruitment and Selection & Unconscious Bias Training for all managers involved in recruitment interviews. This training is mandatory and requires to be completed by managers prior to carrying out an interview.
- 3.2.4 We have also been focussing on delivering information sessions to our managers to support the implementation of the new Management of Stress at Work Guidelines.

3.3 Online Personal Development Planning

- 3.3.1 The Personal Development Planning (PDP) process is now live on iTrent and staff and managers training sessions took place in January 2023, with further sessions planned in May/June.
- 3.3.2 During the training sessions we reinforced the importance of the PDP being a continuous process and not a once-a-year event. We developed an 'Annual PDP Cycle' to support staff and managers understanding, with a suggested annual cycle of when meaningful discussions should be taking place (Appendix 1).
- 3.3.3 The deadline date for staff to submit their PDP to Organisational Development is 31 July 2023, with final year discussions for this submission date taking place during June/July. We will provide data on PDP return rates to the first OD Committee of 2023/24.

3.4 Staff Learning Days 2023

- 3.4.1 The Staff Learning days will take place on Wednesday 14 June, Thursday 15 June and Thursday 17 August 2023.
- 3.4.2 The content is currently being developed and will include a focus on Cyber Security, Supporting Mental Health, Personal Safety, Equalities and Personal Development.

3.5 Manager Induction

- 3.5.1 The College aim to ensure that all employees commencing a management role are equipped with key information, to give them the best possible start in their new position.
- 3.5.2 Organisational Development has designed a Manager Induction programme which consists of an enhanced induction route. This is aimed at current college employees who move into a management role and new college employees recruited into a management role.

3.5.3 This induction programme will see managers meet a range of staff to provide them with vital contacts, information and training, including Human Resources, Health and Safety, Equalities, Organisational Development, Finance and a range of curriculum staff for those in relevant roles.

3.5.4 The induction programme will be presented to the Senior Leadership Team and an update with the full content will be available for the first OD Committee of 2023/24.

3.6 Internal Communications

3.6.1 There have been eight issues of the new look Clyde Connects published. Informal feedback has been received which has been very positive.

3.6.2 The readership statistics for each of the published issues are attached (Appendix 2).

3.7 Employee Engagement

3.7.1 A new Staff Engagement Survey cycle has been agreed (Appendix 3) and the first survey was launched on Thursday 20 April 2023.

3.7.2 The questions asked are on a scale of 0 – 10 with no free text or multiple-choice questions. (Appendix 4)

3.7.3 A report on the responses to the survey will be presented to the first Organisational Development Committee of 2023/24.

3.7.4 Our Staff Awards will be launched in the coming weeks with a live ceremony taking place before the end of the Academic Year.

3.7.5 The ceremony will be held at the College with nominees and their managers invited to attend and it will be streamed live for all other staff to watch.

3.8 Restructure Reviews

3.8.1 The Catering Restructure Review was facilitated by Organisational Development in April 2023.

3.8.2 Questionnaires were sent to all catering staff and the staff who were invited to the focus group – 42 questionnaires were sent out and 15 were returned.

3.8.3 Staff from both teaching and support areas of the College were invited to take part in a focus group

3.8.4 Of the 24 members of staff invited to the focus group eight members of staff participated

1 GMB Representative	3 Support staff
1 Unison Representative	3 CMs

3.8.5 The main topic identified was:

- Workload/staffing.

3.8.6 The feedback from the questionnaires and focus group has been collated and a full report will be prepared and published by Janet Thomson, Vice-Principal.

3.8.7 A timeline for the evaluation of the Student Experience Restructure has been agreed with the Assistant Principal (Appendix 5)

4. SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

Appendix 1: Annual PDP Cycle;

Appendix 2: Clyde Connects Readership Statistics;

Appendix 3: Staff Engagement Survey Cycle;

Appendix 4: Staff Engagement Survey Questions;

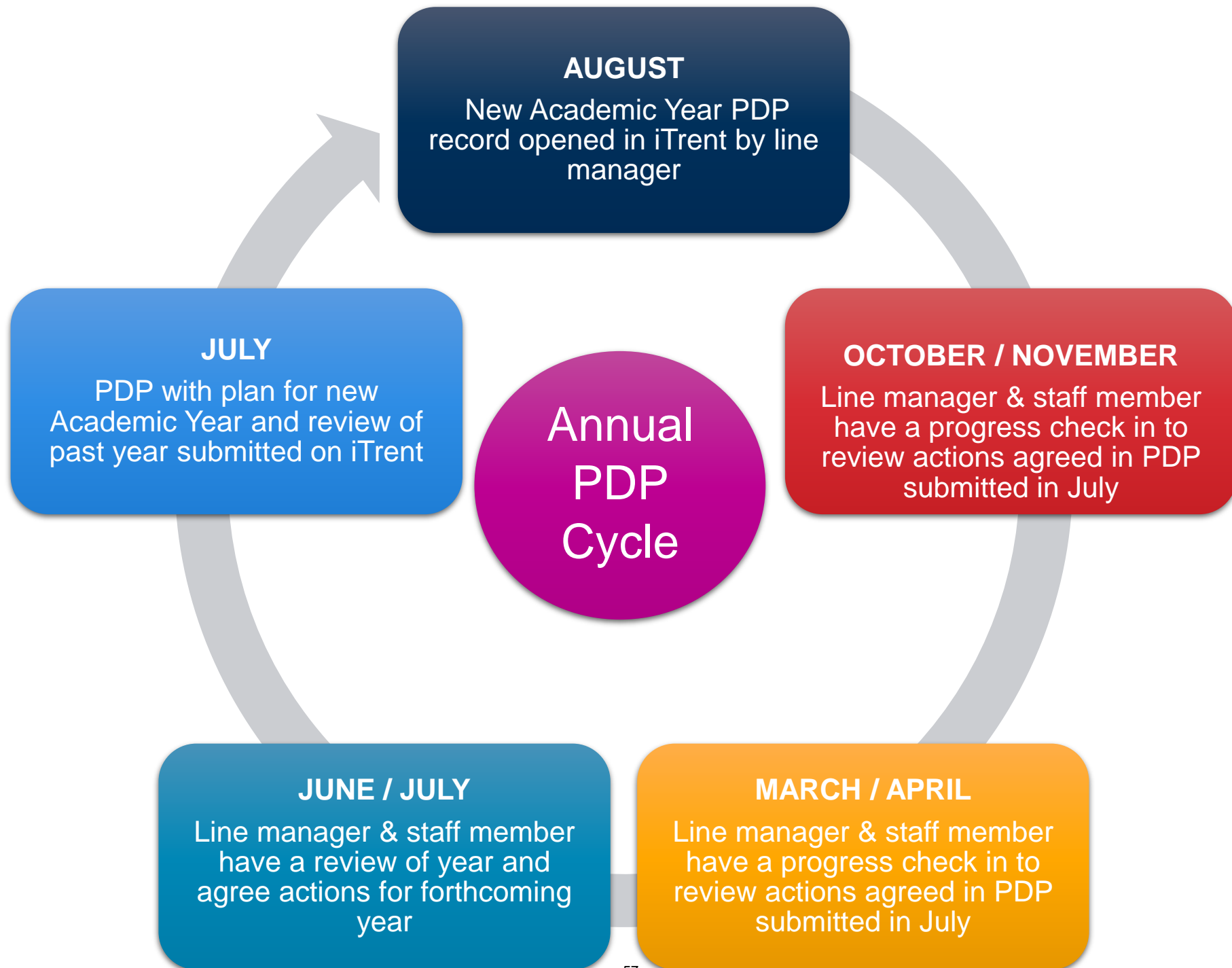
Appendix 5: Student Experience Restructure.

5. RISKS

N/A

6. ANY OTHER SIGNIFICANT IMPACT e.g. STUDENT EXPERIENCE/LEGAL/FINANCIAL/EQUALITY & DIVERSITY

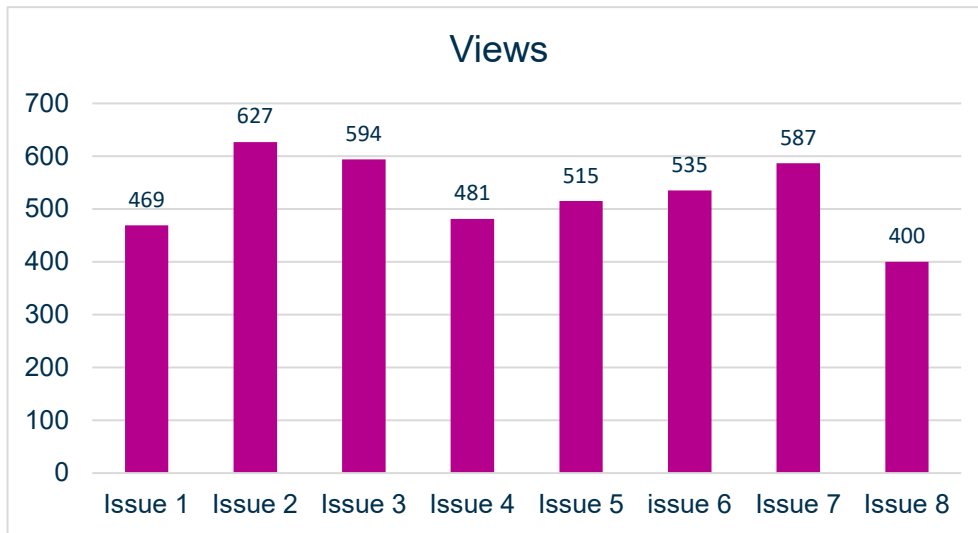
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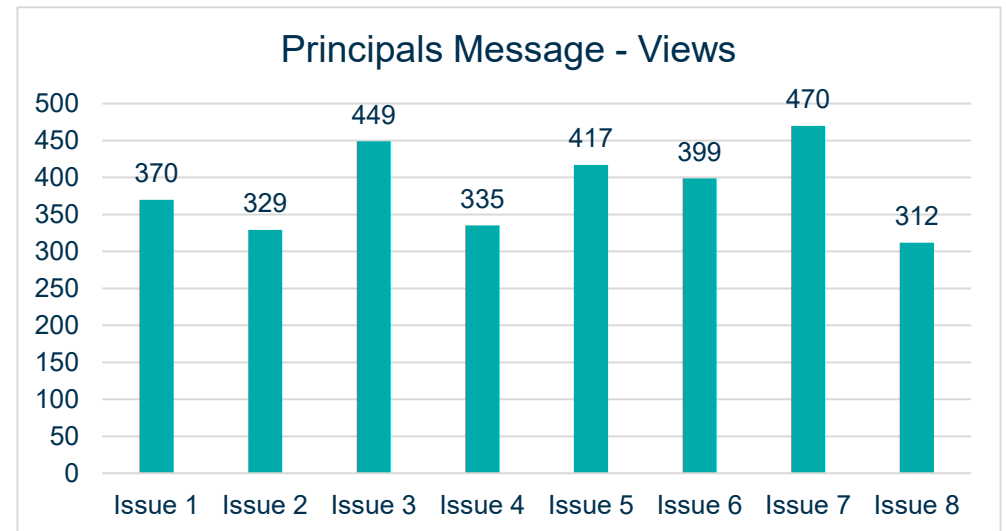
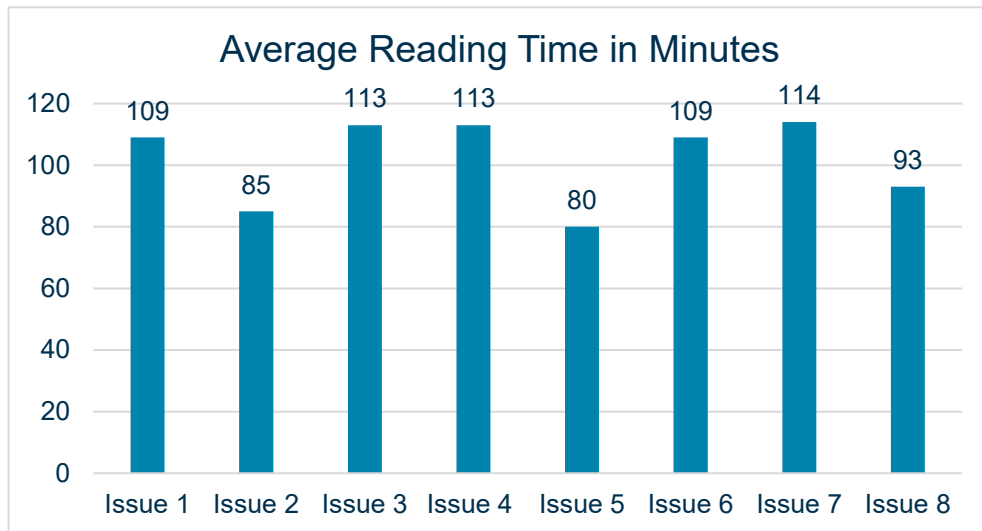
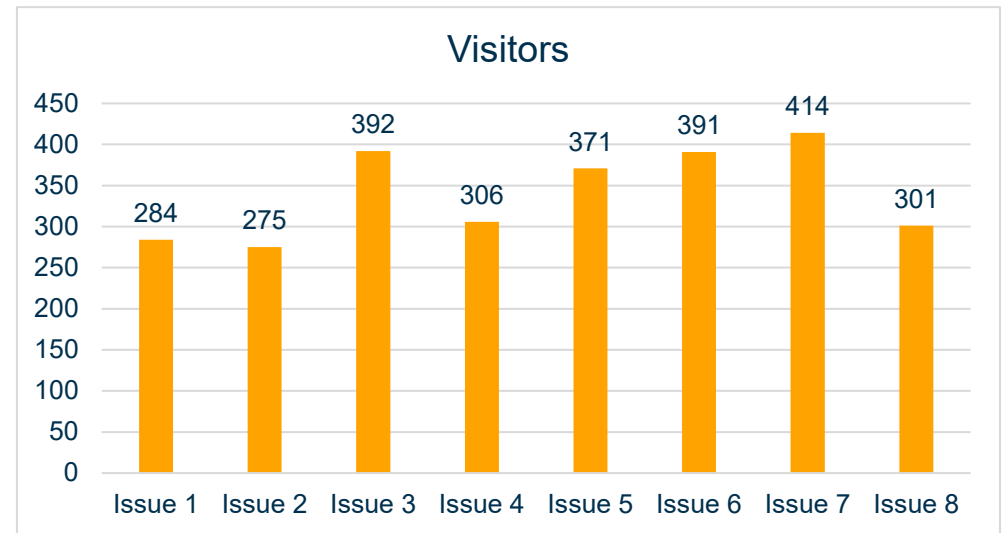
CLYDE CONNECTS READERSHIP DATA

9 Dec 2022 – 31 March 2023

The number of views includes multiple views by the same person.



Visitors are the number of people who have viewed.



Survey Cycle



Staff Engagement Survey
April 2023 - Questions

TOPIC	QUESTIONS
Engagement Index	*How likely are you to recommend our College as a good place to work?
	I feel proud to work for Glasgow Clyde College
	I rarely think about looking for a job outwith the College
My Role and My Team	I believe I have a say on matters that impact the work I do
	I have the level of freedom and autonomy that I would expect in my role
	Other departments collaborate well with us to get things done
	My team often work together to find the best solution to a problem
	I believe I have everything I need to do my job to the best of my ability
	I have a clear understanding of what is expected of me in my role
	I know how my specific role contributes to the success of the College
	I am motivated at work?
My Manager	I have constructive conversations with my manager regarding my performance and development
	My manager gives me useful feedback on how I am performing in my role
	My manager and I have regular conversations about my personal development
	I receive the relevant training and development for my role when requested
	My manager helps me to stay motivated and focused to deliver my best work
	I feel comfortable approaching my manager to ask for support
	My manager encourages open, honest, two-way communication
	My manager keeps me informed about what is happening across the College
	I feel comfortable voicing my opinions, even if they are different from my manager's



**Staff Engagement Survey
April 2023 - Questions**

TOPIC	QUESTIONS
Our Culture	I receive praise and recognition when I do a good job
	It is easy to find rooms/spaces for conversation and collaboration with others
	I am comfortable voicing my opinions, even if they are different from others in my team
	I know I can count on my colleagues to help out when needed
	I feel safe in my workplace
	I am not subject to bullying in Glasgow Clyde College
	I am not subject to harrassment in Glasgow Clyde College
	At Glasgow Clyde College everybody is treated with dignity and respect, regardless of gender, race, sexuality, age etc.
Development Opportunities	I believe there are opportunities for me to develop my career here
	Our team set ourselves a high standard for the work we deliver to our customer
	Glasgow Clyde College celebrates its successes
	I feel confident that our objectives and strategy will result in a better future for the College
	I feel encouraged to think creatively and contribute new ideas here
	In my area we act on new ideas
	I am confident that action will be taken as a result of the feedback provided in this survey
Leadership & Inspiration	I'm inspired by the mission and vision of Glasgow Clyde College
	I believe our senior leaders are role models for our shared College Values
	The work we do here makes a positive contribution to our community
	I trust our senior leaders to do what is right for the College
	Glasgow Clyde College does a good job of communicating the objectives and strategies set by senior leadership
	Our senior leaders are open and honest
	The senior leaders of the College are approachable

**All questions are on a scale of 0=Strongly Disagree to 10=Strongly Agree, therefore all
*Question response scale = Extremely Unlikely to Extremely Likely**



Student Experience Restructure Evaluation Plan

Interim Evaluation

1. Week Commencing 20 February 2023 - Completed

AP Student Experience to present draft Pre-Focus Group Questionnaire to Student Experience Leadership Team to contribute to finalised questionnaire.

Head of Libraries & eLearning Nursery Manager eLearning Lead Mental Health Lead	Head of Student Inclusion, Information & Welfare Careers Manager GCCSA Co-ordinator	Student Information and Welfare Manager Equality Lead
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2. Week Commencing 27 February 2023 - Completed

AP Student Experience and Organisational Development to agree final questionnaire

Organisational Development to issue Pre-Focus Group Questionnaire to all Student Experience staff and those listed below:

All CAPs All CQLs Head of HR Head of Marketing Curriculum Support Co-ordinator <i>*invitation to CAPS to nominate 3 from each Faculty</i>	AP Quality and Performance *12 CMs Finance Manager Unison Representative GMB Representative	Head of MIS Head of ICT Student Funding Manage MIS Officer
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3. Week Commencing 15 May 2023

Organisational Development to review questionnaires and identify key themes to use for focus groups

4. Week Commencing 22 May 2023

Organisational Development to facilitate 6 Focus Groups (max 20 participants) over 2 days (same format).

- Breakout rooms with one theme each from questionnaire to discuss and identify possible solutions or required actions
- Return to main room to share findings

5. Week Commencing 05 June 2023

Organisational Development to share feedback from sessions with AP Student Experience and Human Resources

Student Experience Restructure Evaluation Plan

6. Week Commencing 12 June 2023

AP Student Experience to write and share report on findings and actions with SLT and then all staff