

**MINUTE OF THE EIGHTH MEETING OF THE ORGANISATIONAL
DEVELOPMENT COMMITTEE
HELD ON WEDNESDAY 11 MAY 2016
BOARDROOM, LANGSIDE CAMPUS, GLASGOW CLYDE COLLEGE**

PRESENT:

S Heidinger	Committee Chair
G McGuinness	Committee Vice Chair
A Muirhead	Board Member
C Walker	Support Staff Board Member
A Fortuny	Student Representative

IN ATTENDANCE:

E Harris	Depute Principal
L McGaw	Director of Organisational Development
Gillian Crankshaw	Acting Head of Human Resources
J Thomson	Vice Principal Resources
Christine Crawford	Learning and Development Officer (until the end of the Video)
Gillian Murray	Clerk to the Board (taking minutes)

ACTION

16.18 WELCOME AND APOLOGIES

The Chair welcomed everyone to the meeting and Members were asked to introduce themselves. There was an apology from Susan Walsh.

16.19 DECLARATIONS OF INTEREST

There were no declarations of interest.

VIDEO – BRIDGING THE GAP TO EDUCATION

The Committee watched a short video produced by the College which showed how money from the Glasgow Clyde Education Foundation had been used to enable three members of staff to enter full time education for one year whilst remaining in employment with the College.

Discussion took place around the programme and how the opportunity to go into education had benefitted the three members of staff shown in the film. The Committee discussed the possibility of continuing this programme next year. That

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will depend on whether or not there are funds made available from the GCEF.

The Committee praised the College for the enterprising nature of this programme. S Heidinger praised those who made the film and encouraged them to use this to promote the College as a good employer. L McGaw advised that they had spoken to marketing about getting the film put online.

(Christine Crawford left the meeting after this item)

16.20 **MINUTES OF PREVIOUS MEETING: 3 FEBRUARY 2016**

The minutes of the previous meeting, 3 February 2016, were approved.

L McGaw provided an update on National Bargaining advising that a 2 year pay deal had been agreed for lecturing staff and that the 1% (or £300, whichever is greater) pay rise had been implemented for lecturers and support staff. L McGaw advised that there was some difficulty in the practical implementation of the 2016/17 pay deal for lecturing staff. L McGaw advised that she was meeting with Colleges Scotland tomorrow to clarify the issues.

The Committee was informed that the NRP had been signed yesterday.

L McGaw advised the Committee that the Scottish Funding Council had agreed to fund the Voluntary Severance Scheme. A number of staff had taken up the scheme with some leaving on 31 July and others leaving on 30 September.

16.21 **NOTES OF SUPPORT AND TEACHING JOINT CONSULTATION AND NEGOTIATING COMMITTEE**

L McGaw advised that the issues surrounding the NRPA had been resolved now that an agreement had been signed.

The Committee agreed that there were no immediate issues arising from the JCNC minutes that would have to be brought to the Board's attention.

The Committee noted the notes of the Support and Teaching Joint Committee and Negotiating Committee.

16.22 **MATTERS ARISING**

ACTION

The matters arising grid was discussed and all matters had been actioned with the exception of the following where further comment was required:-

16.10 – L McGaw advised that unit managers should put rotas in place to ensure that all staff could attend CPD where there was a need for that unit to remain open. It was noted that progress was being made with C Walker advising that her unit had all participated in the recent CPD day.

16.11 - G McGuiness to share the structure of the recent SDS staff survey. GMcG

16.11 – L McGaw is to meet with S Heidinger to discuss practical ways of improving internal communication within the College L McG

16.11 – EIS think they will be in a position to bring a letter to the June Board Meeting. S Heidinger read out an email from S Walsh who suggested that a matrix be used to identify the issues raised by EIS and then an update can be given on each issue. E Harris noted that this is what the Task Group are currently doing. E Harris advised that an update had been issued to staff and that another update would be issued following this meeting.

16.23 EQUALITY DATA

The Clerk advised Committee to ignore this item as it was a repetition of item 16.25

16.24 TASK GROUP UPDATE

S Heidinger invited E Harris to speak to the report issued with the agenda.

E Harris advised that the Task Group continues to meet regularly. The EIS sub group looking at **workload management** has met and identified areas as workload priority issues:-

- Internal verification processes
- Student recruitment interviewing
- VLE access and set up
- ICT access and resilience
- Support for extended learning needs students
- Review of the Senior Lecturer Role, one year on from implementation

They are now at the stage of meeting with relevant staff to discuss possible resolutions. EIS have agreed that they want to focus on practical resolutions which will reduce workload while maintaining service and quality.

ACTION

E Harris noted that it has not yet been possible to have a joint meeting with the Unison and GMB sub group members as the unions have had difficulty in agreeing on their shared priorities.

C Walker advised that the difficulty is that the two unions represent two different types of employee and therefore it is difficult for them to come up with a list of priorities which applies to both types of staff. E Harris noted that this has now been resolved and that it should be easier to set up meetings going forward.

Management of Change – meetings have taken place with directors, VPs and Heads to identify what type of training will be beneficial. The courses have started being rolled out. Scenario Planning was also considered but it was agreed by the group that the key priority was really about staff being listened to and as such ties closely to the priority on Cultures and Values.

Cultures and Values – the Committee heard that the task group had been considering the role of formal Staff Governance Standards and in that context had met with the NHS Greater and Clyde to consider their approach to staff governance. A Social Partnership Model of staff governance is also being considered.

Systems Implementation – it was noted that more staff are being trained on ITrent and the new finance system to ensure that these systems can be moved forward

Communication – E Harris advised the Committee that steps had been taken to ensure that a full structural chart was available on the Intranet. In addition, the Principal has had briefing sessions with Heads of Unit, Heads of Curriculum and Senior Lecturers. The Intranet has also been changed to provide clearer access to information.

Feedback - E Harris advised that the feedback is that the progress on the local issues identified from the staff survey is inconsistent across Faculties and Units. All unit managers have been asked to report to CMT on the actions they had taken to resolve issues as identified within the survey. C Walker noted that it's very important that the work is recognised at a local level as it affects cultures and values, reference to local level being departmental, not campus. E Harris agreed that if areas aren't being progressed then this needs to be addressed.

ACTION

The Committee then discussed this update and S Heidinger queried why only 17 staff had been on the Management Development Programme and was advised that the programme was at the initial stages and two further dates had been fixed for June. E Harris advised that Feedback would be moved up the Agenda. S Heidinger noted that a People Strategy/Staff Engagement plan could bring all of this together. She advised that she would be willing to share the Strathclyde University documentation. S Heidinger further noted that internal communications are critical and that problems need to be escalated so that staff know they are being listened to.

SH

16.25 ABSENCE STATISTICS QUARTERLY REPORT

L McGaw was invited to speak to the report on Absence Statistics. The Committee were advised that the absence levels had gone up in the second quarter of the year, although this is normal for that time of year. The Committee noted that the current running total of absence at Glasgow Clyde College for 2015/16 was 4.1% (the same as the public sector average and lower than the education sector average).

It was noted that the overall majority of absence was long term and so HR are looking at this and are considering if any long term absences may result in ill health retiral. L McGaw advised that HR would be looking at what could be done to support staff, for example, more stress risk assessments could be done.

L McGaw advised that they were currently working on the third quarter statistics but that by the time of the next Committee meeting they would have the full year statistics.

L McGaw advised that the College had a target of 3% for absence and that it was unlikely that they would achieve this but they are aware of that target and continue to address absence issues.

A Muirhead queried what the previous long term sickness policy had been and was advised that the procedures across all three campuses had been different.

Some discussion took place around the statistics with G McGuinness noting the importance of managing long term sickness with a robust process being put in place. A Muirhead queried what the line managers' feedback was following return to work interviews and was advised that the feedback is not passed to HR. A Muirhead noted that this could be more robust especially in relation to stress at work absences – there is a

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danger that the line manager may not be picking up on potential stress at work absences. C Walker noted that the main difficulty is that different procedures are being followed, for example, some line managers don't carry out a return to work interview. C Walker noted that where there are different procedures this causes friction and, in particular, references to 'robust procedures' does not offer clarity – there is a need for one consistent procedure.

L McGaw advised that there was going to be a meeting with both lecturing and support unions to consult on procedures and that EIS had agreed to consult jointly. Meetings have been set up with the three unions over the next six weeks to discuss procedures, commencing with Dignity/Respect at Work and Attendance Management.

S Heidinger noted the issues discussed and that training should be put in place for line managers in relation to the new capability policy.

S Heidinger noted that the 3% target was unlikely to be met but advised that this should continue to be monitored and appropriate attempts made to reduce the level of absence.

HR

16.26 LEARNING AND DEVELOPMENT REPORT

L McGaw was invited to speak to the Report issued with the papers. L McGaw outlined the training which had been offered so far this academic year. Numerous courses had been run and there had been a full CPD day in February. The CPD day allowed staff to attend facilitated workshops, complete online learning and attend specific team learning sessions. Staff feedback was collected from the day and is being used to improve future CPD days.

L McGaw noted that there had been poor attendance at the training sessions and that this was being looked at to see if there are barriers preventing staff from attending or if they are not putting on the right types of training courses. This is being looked at with a view to improving the CPD experience in June (3 days). Attempts are being made to allow individual teams to do things together. They are continuing to work on this to get the best for staff.

The Committee discussed the PDR meetings and L McGaw noted that there was a concern that staff did not know the meetings were available. 50% of staff have now completed Personal Development Plans. L McGaw advised that a move away from this process being voluntary would assist the take

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up level. C Walker suggested that a requirement for staff to respond to say that they don't want a PDP, as opposed to them simply not responding would also assist. It was agreed that this would be considered.

It was also noted that the online induction had a poor uptake despite being compulsory. A Muirhead expressed concerns regarding health and safety if induction programmes are not being completed. L McGaw agreed to review the information given to new staff emphasising the compulsory nature of the induction and give a timescale for completion

LMcG

The Committee were advised that the level of staff holding a teaching qualification was 60.5%. It was noted that all Colleges have a reduced level of qualified teaching staff, mainly due to mergers and staff taking voluntary severance packages at that time. L McGaw advised that the Unions would like to see if money can be made available from the Scottish Government for the funding of teaching qualifications.

The Committee discussed the planned programmes with A Muirhead querying what is being done to ensure a better take up of sessions at the next CPD days in June. L McGaw advised that one of the difficulties was that sessions were booked and then not attended. L McGaw noted that better communication was needed to line managers to ensure that staff knew that when they book a place they should make every attempt to attend. Also, if staff book and then don't attend this should be fed back to line managers. C Walker queried if part of the reason for non-attendance was due to sessions clashing with departmental training sessions. L McGaw advised that this will not be an issue next time due to better planning. G McGuinness advised that the College needs to be more proactive and tell people they are taking up a valuable place. S Heidinger suggested that line managers get sent a note of attendance at all training courses during the year to inform the PDR discussion.

It was noted that LYNDIA training continues to be used and its importance will only be increased given pressures on staff time for learning.

The Committee heard that Management of Change has been identified as an area for development and that this is currently being looked at. The College is considering what needs to be put in place and is going to be running course on this in June. S Walsh had suggested (by email) that more needs to be done to help staff cope with change.

The Committee noted the contents of the Report.

16.27 **RECRUITMENT AND TURNOVER REPORT**

L McGaw was invited to speak to the Report on Recruitment and Turnover. The Report detailed the recruitment statistics for the College for the period from 1 November 2015 to 31 January 2016. It also included figures on employee turnover from 1 August 2015 to 31 March 2016. The report had been prepared in response to a request for more detail on turnover by the Committee Chair at the last meeting.

S Heidinger noted that the staffing turnover was, in her view, not high but asked if comparative data was available within the sector. L McGaw advised that she would ask Colleges Scotland for this data. A Muirhead noted that the staff profile was female dominated. E Harris explained that this may be influenced by the curriculum. A Muirhead also noted that the age profile of staff was quite high and L McGaw acknowledged that the College would need to consider how to attract a younger workforce. The committee discussed the implications of the older workforce, in particular noting that caring responsibilities are now overtaking childcare. S Heidinger suggested that the College should consider a carer accreditation such as Carer Positive (Scotland). This would send a positive message to potential and existing staff.

LMcG

16.28 **FUTURE CLEANING SERVICES PROVISION**

The committee Chair invited J Thomson to speak to the paper issued with the Agenda.

It was explained that there is an ongoing review of the cleaning service provision for the college. The College currently still has the same cleaning services provision arrangements which were inherited at the point of merger. Anniesland and Langside have an external provider whilst Cardonald has in-house service provision.

A Cleaning consultant was appointed to review the service and prepare a report with all options available for consideration. The draft report outlines three options:-

- Continue with the current mix of in-house and external provision however to have one contract for the two campuses at Langside and Anniesland
- To have externally provided cleaning services at all three campuses
- To have in-house provision at all campuses

ACTION

J Thomson advised that a final report was being prepared and it was anticipated that this would go to the June Board with a recommendation for one of the options to be selected.

L McGaw advised that they had spoken to the support Union representatives to make them aware of the paper.

C Walker noted that the College currently pays the living wage whilst the external contractor pays the minimum wage. A Muirhead noted that any external contract would have to have KPI's and strict service level agreement in place. J Thomson advised that the College would use APUC for the procurement.

The Committee noted the current position.

16.29 BOARD POLICIES

The Committee had been asked to look at the Board Policies falling under its area and to recommend any changes to the Board. The Committee had not considered these policies in advance of the meeting and so time was sought to give due consideration to any necessary changes. It was agreed that the policies would be circulated by email after the meeting with members being given an initial ten days to feed back any comments.

GM

16.30 STAFFING PROFILE – MARCH 2016

L McGaw spoke to the Report issued with the Agenda.

The Committee noted that the report provided details of the current staffing profile of the College as at 31 March 2016.

16.31 HEALTH AND SAFETY REPORT – 2015/16

The Committee Chair invited L McGaw to talk to the report issued with the agenda.

L McGaw informed the Committee that the report contained the accident statistics for the period from 1 December 2015 to 29 February 2016 as well as the First Aid Statistics and a general update on the work of the Organisational Development team.

S Heidinger noted that the statistics are in a good format. L McGaw advised that they now have a full year of the statistics in the same format so they can start to do a year on year trend analysis. It was noted that Colleges Scotland have not started collating statistics on accidents. G Crankshaw advised that they would now start to try to collect data from other Colleges

ACTION

but the relevance of this will depend on the format in which they have recorded the data.

L McGaw advised that KPIs were now in place. A Muirhead queried if there were KPIs around HR and was advised by L McGaw that they were looking at the balance scorecard.

S Heidinger queried the ownership of the nurseries and was advised that two out of the three nurseries were owned by the College.

16.32 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

The OD Committee discussed issues relating to carers and discussed the possibility of obtaining the carers positive accreditation.

16.33 REVIEW OF PAPERS

S Heidinger indicated that she was happy with the content and layout of the papers. All members agreed.

16.34 ANY OTHER BUSINESS

There were no other items for discussion.

DATE OF NEXT MEETING

No further meeting until the next academic session. Date to be confirmed.