MINUTE OF THE NINTH MEETING OF THE ORGANISATIONAL DEVELOPMENT COMMITTEE
HELD ON WEDNESDAY 21 SEPTEMBER 2016
BOARDROOM, LANGSIDE CAMPUS, GLASGOW CLYDE COLLEGE

PRESENT:

S Heidinger	Committee Chair
M Docherty	Independent Board Member
G Whiteford	Independent Board Member
C Walker	Support Staff Board Member
M Ditrichova	Student Board Member

IN ATTENDANCE:

E Harris	Depute Principal
L McGaw	Director of Organisational Development
G Crankshaw	Organisational Development Manager
N Patton	Head of Human Resources
A Fortuny	Student Board Member
Gillian Murray	Clerk to the Board (Minute Taker)

ACTION

16.35   WELCOME AND APOLOGIES

The Chair welcomed everyone to the meeting. There was an apology from S Walsh (Principal).

16.36   DECLARATIONS OF INTEREST

There were no declarations of interest.

16.37   MINUTES OF PREVIOUS MEETING: 11 May 2016

The minutes of the previous meeting, 11 May 2016, were approved.

16.38   MATTERS ARISING

An update was provided on all of the action points. The action points had been completed subject to the following comments/exceptions:-

16.22 G McGuinness is still to share the structure of the recent SDS staff survey.   **GMcG**

16.26 Discussion took place around the uptake of the Personal Development Plan Meetings amongst staff. Following discussion and a suggestion that this be designed as a staff   **LMcG**

benefit, it was agreed that L McGaw would continue to look at this for next year.

16.26 Further discussion also took place around the poor uptake of online induction. It was agreed that this would be looked at as part of the full scale review of the induction process.

16.27 L McGaw advised that she had made enquiries regarding comparative data within the sector relating to staff turnover. Colleges Scotland do not have any comparative data. The other Glasgow Colleges are willing to share their data but it is measured differently to the Glasgow Clyde College data. LMcGaw is going to work with them to try to capture relevant comparisons.

S Heidinger sought an update on Item 16.28 of the previous Minutes, the Future of the Cleaning Services Contract. E Harris advised that meetings had taken place with GMB Union including the local branch office and the full time officials. The Union had been given the opportunity to discuss their view that the status quo should remain. A letter is being issued to Unison to invite them to meet to have similar discussions. E Harris reassured the Committee that there has been staff engagement in this matter from the outset, for example, it has been on the Agenda of the JCNC meetings for some time.

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

It was noted that the statistic relating to the level of staff holding a teaching qualification which appeared in the Minutes of the previous Organisational Development Committee Meeting as 60.5% (Item 16.37 above, item 16.26 of that minute) was erroneously referred to in the JCNC minutes as being 69% . The level of staff holding a teaching qualification is, in fact, 60.5%. E Harris noted the error in the minutes of the JCNC Lecturers' Sub Group.

It was also noted that Clare Ireland was erroneously marked as being present as an apology at the meeting of the JCNC Support Staff Sub Group. C Ireland was absent and the Ntoes should be changed to reflect this.

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.

16.40 **TASK GROUP UPDATE**

E Harris provided a background explanation of the Task Group. The Committee had been provided with the recent Task Group Report and a letter from EIS (June 2016) which outlined their view of the progress made by the Task Group and the agreed next steps.

E Harris explained that it had been agreed with EIS that two items would be taken forward:-
- Staff Governance Group
- Employee Survey

EIS have seen a draft remit of the Staff Governance Group. Discussions around this are ongoing with EIS welcoming the idea of the Group but having questions around its operation and remit.

EIS would like the Employee Survey to be the same survey which was carried out in February 2015. E Harris advised that the College will not be using the same company as previously used but that the sections in the previous survey will be used but it will not be the exact same survey. Discussions will take place with the Unions regarding the areas to be covered by the survey.

The Committee discussed the Staff Governance Group and issues such as overlap with other Groups were discussed. C Walker questioned how such a big group could be productive and given current staff levels, how members could ensure attendance. It was noted that Workload Management would be brought to that group.

The Committee discussed the Employee Survey and most members agreed that this was the time to do a pulse survey with a fuller Survey, such as the one carried out in February 2015, carried out later, perhaps in 2018. The Committee discussed the need to ensure changes are made in response to the survey. E Harris agreed to follow up on any gaps where action had not yet been taken forward   **EH**

The Committee also discussed the importance of communicating with staff regarding any feedback and changes made as a result of the survey and the Task Group. Communication was noted as being key and it was recommended that there be a staff communication around the   **EH**
work of the Task Group.

16.41   LEARNING AND DEVELOPMENT REPORT

L McGaw was invited to speak to the Report provided with the papers.

L McGaw outlined some of the key learning and development activities including those already completed and those planned. The Committee discussed the Bridging the Gap Project, the College Mediation Project and the CPD events which took place in June.

During discussions on the CPD events, L McGaw advised that staff feedback was being sought on the events. M Docherty stressed the importance of capturing staff feedback immediately at the end of the event and not after it. L McGaw advised that the CPD event is going to take a different format this year with more events being targeted at individual teams as well as a one day learning festival for all staff at one campus.

The Committee noted the update.

16.42   HR PROCEDURES UPDATE

G Crankshaw was invited to provide an update on the HR procedures. G Crankshaw outlined the current status of the procedures and gave the Committee an indication of the likely timescale for completion of the outstanding procedures, where applicable. The Committee discussed the timescales, noting that some of the procedures will be determined by National Bargaining but that in the meantime discussions are ongoing with the Unions to agree the following procedures:

Dignity at Work
Attendance Management
Maternity
Flexible Working
Leave
Recruitment
Protection of Employment
Travel & Subsistence
Progress/Probation Review
Capability

The Committee discussed the need to consult with the Unions on all procedures irrespective of whether or not they perceived the procedure to be uncontroversial.

The Committee noted the update.

16.43   ATTENDANCE MANAGEMENT REPORT 2015/16

L McGaw spoke to the Report issued with the papers. L McGaw outlined the Absence statistics for Glasgow Clyde College for the period 1 August 2015 to 31 July 2016, putting this in context by providing statistics on the wider public sector and education sector. L McGaw invited the Committee to approve the absence management target figure for academic year 2016/17 of 4.1%.

The average absence for Glasgow Clyde College for academic year 2015/16 was 4.57% whilst the public sector average was 4.1% and the education sector 4.4%. The target for last year was 3%, this target having been based on the 2014/15 absence of 3.09%. L McGaw outlined the main causes of absence and discussion took place about how absence could be reduced to achieve the 4.1% target being proposed.

G Whiteford noted that one of the ways in which the statistic was going to be reduced was through ill health retirement and he questioned how much this would reduce the level of absence and whether or not the target of 4.1% would actually be a stretch target.

The Committee discussed the need to address the underlying causes of absence rather than simply reducing the target. For example, could more be done to offer Occupational Health? It was noted that return to work interviews would be beneficial. The Committee also agreed that it may be beneficial to provide line managers with the costs of absence. Extensive discussions took place around Work Related Stress and Mental Health and helping staff effected by this. Mandatory training was suggested. S Heidinger recommended a Mental Health Support Policy and agreed to share the Strathclyde University Policy.   **SH**

The Committee agreed to set the absence management target figure for academic year 2016/17 at 4.1% on the understanding that the College would aim to help address absence due to Musculoskeletal and Mental Ill Health and would continue to monitor absences, and the reason for absences, closely.

16.44   **SENIOR MANAGEMENT RESTRUCTURE**

E Harris provided an update on the ongoing Senior Management Restructure.

The Committee had sight of the new structure and was given details of the new Senior Management Team. The Committee was advised that the new structure took effect from 1 September 2016 although the reduction of the Senior

Management Team from 15 to 12 would not be complete until March 2017 to ensure continuity and a sufficient handover. There are still some areas of the structure to be finalised including Faculty Administration, Executive Support, Depute Principal and Business Development and Commercial Administration Support. The Committee acknowledged that the restructure and timings of departure of staff taking Voluntary Severance had been driven by the organisational needs of the College.

The Committee noted the update.

16.45 RECRUITMENT AND RETENTION STAFFING PROFILE

N Patton was invited to speak to the Report issued with the papers.

N Patton advised that there had been 38 vacancies advertised both internally and externally between February 2016 and July 2016. The majority of these vacancies were in support staff roles.

N Patton updated the Committee on the launch of the new e-recruitment platform.

The College had recognised 48 members of staff who had long service (25years) and they were awarded a £50 gift card.

The Committee discussed the possibility of Brexit having implications for staff. S Heidinger suggested that the College should consider communicating with non UK EU staff, confirming how they might best position themselves at this time (for example by applying for a registration certificate or British Citizenship).

N Patton provided an update on the current staffing profile. The Committee discussed the importance of capturing information on disability and how this could be improved. L McGaw explained that the data currently counts 'not known' as 'not disabled'. The introduction of the new e-recruitment system should help capture this data more accurately. Committee members queried if data was available on race and transgender. L MCGaw advised that data would be provided on all the categories of protected characteristics at the next meeting.

LM

16.46 HEALTH AND SAFETY REPORT

G Crankshaw was invited to speak to the Report issued with the papers. The report provided statistics on incidents from 1 March 2016 to 31 May 2016, 1 June 2016 to 31 August 2016 and a full year summary. G Crankshaw summarised the statistics and highlighted that none of the accidents in the year had to be reported to the Health and Safety Executive.

The Committee discussed the statistics and G Whiteford queried the reason for the highest number of 'tool' accidents being at Cardonald. It was explained that this is where the Creative Industries are based and there are a lot of minor injuries associated with use of sewing machines and smaller equipment.

M Docherty questioned what interventions were being put in place to reduce the number of slips and trips. It was explained that a number of these were in the car park and so the car parks would be gritted more. In addition, catering will be putting up more wet floor signage when necessary.

C Walker queried how much time is being spent by first aiders attending to incidents. It was explained that the first aiders work on a rota basis although there was no record of how long they each spend on first aid during their turn. C Walker observed that this should be captured as the time spent on first aid was time away from their normal job.

S Heidinger queried if enough was being done to capture near misses. C Walker questioned whether or not enough was being done to encourage reporting of incidents where no first aider was called and suggested that, for example, student and staff induction might be an opportunity to inform staff/students on how to report these. The Committee acknowledged the difficulties in incentivising students to report near misses. E Harris suggested that work could be done with GCCSA and class representatives to encourage reporting.

MDit

The Committee noted the update.

16.47 **NATIONAL BARGAINING/INDUSTRIAL ACTION**

E Harris provided an update on the ongoing Industrial Action. E Harris advised that there was planned strike action for Tuesday 27 September. The College will be open on that day with some areas being non-operational. Staff and students affected by those areas have been informed. Risk assessments have been carried out to ensure that it is safe to remain open. The Senior Management Team are continuing to look at the hot spots and consider business continuity.

The Committee noted the update.

16.48 BOARD POLICIES

The Committee discussed the board policies falling within its ownership. Various amendments were discussed. It was agreed that the changes would be recommended to the Board.

GM

16.49 AUDIT SCOTLAND REPORT

The Committee discussed the recent Audit Scotland Report – Scotland's Colleges 2016 and considered what action points arise from that. The discussion focussed on workforce planning. The Committee agreed that workforce planning was already done within Glasgow Clyde College as part of the Regional Outcome Agreement but that this could be looked at in more detail.

LMcG

G Whiteford raised the issue of publishing papers. G Murray advised that she was already taking this forward and had begun an exercise of publishing historical minutes and agendas with new agendas and minutes being published timeously. G Murray advised that further consideration was being given to the publishing of reports.

16.50 GLASGOW CLYDE EDUCATION FOUNDATION

The Committee discussed the Glasgow Clyde Education Foundation and the potential to apply for grant funding for a project to benefit Organisational Development. Discussions took place around the existing funding for the Bridging the Gap project. The Committee acknowledged the need to have an exit strategy for any project. Key areas which need looked at were identified as being staff workload, staff communication and systems.

In terms of communication improvement, L McGaw and G Crankshaw are going to visit S Heidinger at Strathclyde University to look at their continuous improvement methodology including their communication cells.

16.51 ORGANISATIONAL DEVELOPMENT STRUCTURE

The Committee received a paper providing an overview of the structure of the Organisational Development Unit. E Harris advised that a new People Strategy was being drafted along with Action Plans and this would be brought to the next Committee.

LMcG

The Committee noted the overview.

16.52   EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

Whilst equalities were considered throughout there was no equalities impact assessment arising from any decision made.

16.53   REVIEW OF PAPERS

The papers provided an appropriate level of detail and were timeous.

16.54   ANY OTHER BUSINESS

There were no other items for discussion.

DATE OF NEXT MEETING

TBC