

MINUTE OF THE TENTH MEETING OF THE ORGANISATIONAL DEVELOPMENT COMMITTEE HELD ON WEDNESDAY 25 JANUARY 2017, BOARDROOM, LANGSIDE CAMPUS, GLASGOW CLYDE COLLEGE

PRESENT:

S Heidinger	Committee Chair
M Docherty	Board Member
G Whiteford	Board Member
C Walker	Board Member
M Ditrichova	Board Member

IN ATTENDANCE:

E Harris	Depute Principal
L McGaw	Assistant Principal, Human Resources
G Crankshaw	Organisational Development Manager
N Patton	Head of Human Resources
J Thomson	Vice Principal
Gillian Murray	Clerk to the Board (Minute Taker)

ACTION

17.01 WELCOME AND APOLOGIES

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

17.02 DECLARATIONS OF INTEREST

S Heidinger notified the Committee of her interest in Item 17.06 and the reference to John Hogg, Director of Continuous Improvement of Strathclyde University. S Heidinger is an employee of Strathclyde University and works with J Hogg.

There were no other declarations of interest.

17.03 MINUTES OF PREVIOUS MEETING: 21 SEPTEMBER 2016

C Walker had notified the Chair and Clerk to the Board of minor inaccuracies within the draft minutes circulated with the papers. Changes had been made and circulated to the Committee in advance of the meeting. The minutes of the meeting of 21 September 2016 were approved.

17.04 MATTERS ARISING

In addition to those notified in advance the following updates were provided:-

Future Cleaning Services Contract – further discussions have taken place with the Unions. Written feedback is expected from Unison and this has been chased up. Once received,

ACTION

meetings will take place with staff before the tender process begins.

HR Procedures – work is ongoing to update the procedures. Discussions are ongoing. Progress is very slow as a result of trying to seek the agreement of the three Unions.

National Bargaining – an Agreement has been reached in respect of the pay award for Support Staff. The College implemented the pay award in the January pay. No pay claim has been submitted for the coming year for Support Staff. EIS have submitted a claim of £1000 for all pay scales. The dispute continues between the Employers' Association and EIS regarding payment of the consolidated £100. The matter is being mediated through ACAS. E Harris had attended the recent meeting of the Employers' Association. The Committee discussed the risks associated with the EIS proceeding with legal action in respect of the ongoing dispute.

16.26 – Personal Development Plans have been discussed by the SMT and it was agreed that these will now be mandatory. Discussion took place on the difficulty of policing this.

16.40 – E Harris advised that any areas for action identified following the staff survey and not yet followed up were now being addressed. An action grid is being worked through. A lot of work is being done in relation to business improvement, senior lecturers and communication.

16.43 – S Heidinger has shared the Strathclyde University Mental Health Support Policy.

16.46 – covered in the Health & Safety Report.

17.05 NOTES OF SUPPORT AND TEACHING JOINT CONSULTATION AND NEGOTIATING COMMITTEE

The Committee discussed the Notes and raised questions in respect of a number of items mentioned within the Notes.

The Committee were advised that the request for a Union room at Langside is being considered with information being collated by Estates of all staff rooms to try to identify any possible space to accommodate this.

The Committee discussed, at length, the health and safety risks associated with the 14 people being stuck in a lift at Cardonald and the issue regarding a fire door being locked. The Committee received assurances that both of these issues had been followed up and procedures had changed to avoid a

ACTION

recurrence in relation to the fire door. A 'lessons learned' evaluation had been carried out following the strike action. The Committee were advised that the issue with the lifts is well known by staff and students and that replacement works will begin in April this year. Whilst the lifts do break down from time to time, there is an engineer service on call at all times. The condition of the lifts is commensurate with a building of that age.

In response to a query from a Committee member, E Harris is going to look into why the minutes of a meeting in November 2015 were only approved at a meeting in September 2016.

EH

The Committee observed that the tone of the meeting of the Support Staff Sub Group was strained. E Harris advised that it had been a very difficult meeting but that a subsequent meeting had taken place with the Union representatives and progress had been made to identify the issues and move forward.

A Committee member reminded the College staff that the College is a learning organisation and the minutes should reflect this. Minutes should be checked for typographical errors.

17.06 ASSISTANT PRINCIPAL, HR REPORT

L McGaw was invited to speak to the Report issued with the Agenda. An update was given on work carried out by Organisational Development other than that work detailed elsewhere in the papers. Updates were given on:-

- Workload Management
- Continuous Improvement
- Culture and Values
- Staff Engagement Survey
- Internal Communications
- Staff Governance

The Committee discussed the Values workshops which had been made available to all staff. In response to a contrary view from a board member, E Harris agreed to check that all staff had been offered the workshop. Following interest from a Committee member, E Harris agreed to provide further information to Board Members on the Values workshop which had been made available to staff.

EH/GM

The Committee discussed the proposed timings of the pulse surveys and the full staff survey with concern being expressed about the potential for failure to conduct these timeously. E Harris advised that timing will be discussed with the companies

ACTION

who are bidding for the work in the tender process. S Heidinger queried whether there would be sufficient time between the pulse surveys and the full survey to implement any changes identified as a result of the pulse survey.

Committee members requested sight of the results of the 2015 staff survey.

GM

The Committee discussed the Staff Governance Group with members noting the good feedback which had been received from the Unions. The Committee received an update on the meeting held with The John Lewis Partnership.

17.07 WORKFORCE PLANNING

L McGaw delivered a presentation on Workforce Planning setting out the Workforce Planning Model being used by the College in preparing a three year plan. The Workforce Planning Model set out a five stage process as follows:-

1. Context and Environment
2. Current Workforce Profile
3. Future Workforce Profile
4. Gap Analysis
5. Implement and Evaluate

L McGaw took the Committee through each of the stages of the Model, highlighting some key questions being considered in the planning and setting out some assumptions being made. L McGaw described some trends in the current workforce profile, including age profile of Support and Lecturing staff and the number of temporary lecturing staff.

The Committee discussed the importance of longer term workforce planning. The Committee discussed temporary staff. S Heidinger reminded College staff to be mindful of fixed term contract legislation to ensure fairness and avoidance of a legislative breach. C Walker suggested that there may be more flexibility within support staff and that these opportunities could be better explored if support staff were considered as a group rather than looking at individual departments.

The Committee thanked L McGaw for a very useful presentation, acknowledging that workforce planning should be considered further in to the future.

17.08 ATTENDANCE MANAGEMENT REPORT

N Patton was invited to provide an update on the Attendance Management within the College. The Committee had received

ACTION

the Absence Statistics for the period 1 August 2016 to 31 October 2016.

N Patton outlined the work that is being done to manage absence. The Committee discussed the different processes in place for returning to work after absence and the importance of aligning the processes. The Committee discussed the importance of line managers' competency in that process. The Committee discussed redefining 'minimising absence' as 'maximising attendance'. The Committee raised concern about the number of absences relating to stress in the workplace and mental health problems and again recognised the importance of line managers and ensuring they are trained to be competent in this process.

17.09 RECRUITMENT AND RETENTION REPORT

N Patton was invited to provide an update on the Recruitment and Retention within the College. The Committee had received the recruitment statistics for the period August 2016 – 31 December 2016. The Committee had received the figures on employee turnover from 1st August 2016 – 31 December 2016.

The Committee discussed the diversity of the employees, noting the importance of the recruitment process in ensuring diversity is reflected within staffing and also in helping to collect and record data on diversity. L McGaw reminded the Committee that a new e-recruitment platform is being launched which will make collation of data much easier.

17.10 LEARNING AND DEVELOPMENT REPORT

G Crankshaw was invited to speak to the Report issued with the papers. G Crankshaw outlined the new Management Development Programme which has been created which will focus on developing 'Exceptional Leaders'. The Committee received a list of the individual training sessions which will be available as part of the Programme.

The Committee discussed the new Programme. In response to a question from a Committee Member, L McGaw advised that the training sessions would be listed on the new Organisational Development Portal and therefore if any member of staff wanted to attend the training then they could request this. Discussion took place around the definition of 'Exceptional Leaders'

The Committee discussed the low uptake of the Induction programme. G Crankshaw advised that the Induction product has been transferred by the eLearning team to the College VLE which means that HR will be able to keep track on who has

ACTION

completed the training. This new system will enable HR to chase employees on a weekly basis. The Committee discussed the importance of this training and noted their continuing concern with the low uptake. L McGaw advised that the College was considering bringing back face to face mandatory training. The Committee took the view that this should be a mandatory contractual requirement.

17.11 HEALTH AND SAFETY REPORT

G Crankshaw was invited to speak to the Report issued with the papers. The Committee had received the Accident Statistics form 1 September 2016 to 30 November 2016 and details of the Occupational Health Surveillance Programme.

The Committee discussed the accident statistics. Whilst the number of accidents had increased, the Committee acknowledged that this was due to the efforts being made to increase reporting. Discussion took place around the accidents which resulted in someone being sent to hospital. It was noted that the statistics cover both incidents occurring within the College and those occurring outwith where the injured person has walked in to the College to seek assistance. The Committee agreed that these incidents should be recorded separately. The Committee discussed the risks associated with a first aider treating someone who had walked in off the street but acknowledged the moral obligation associated with this.

The Committee noted that the number of near misses being recorded was still low and that more should be done to encourage recording. A possible 'card in a box' recording mechanism was discussed. G Crankshaw advised that a leaflet was being created to encourage reporting and that a meeting had been scheduled with the Student President. C Walker suggested that this be included as part of the Student Induction programme

17.12 GLASGOW CLYDE COLLEGE PEOPLE STRATEGY

L McGaw introduced the draft People Strategy to the Committee. E Harris advised that this was a draft strategy and was part of a series of strategies being rolled out. An associated action plan is being developed for each strategy.

The Committee discussed the draft strategy with suggested changes to wording being offered. Discussion took place around the KPIs which the Committee will be looking at. E Harris advised that high level organisational KPIs will be taken to the next board meeting but do not go in to the level of detail which the Organisational Development Committee will want. S

ACTION

Heidinger advised that this Committee should consider people related KPIs, measured against baseline data, to help drive the work of the Committee. It was agreed that proposed people related KPIs, alongside the baseline data against which they would be measured, would be brought to the next OD committee for discussion and approval.

LM**17.13 STAFF OPINION – TEMPERATURE CHECK**

This item was discussed as part of the discussion on 17.06.

17.14 SCOTTISH FUNDING COUNCIL – ANNUAL STAFFING RETURN 2015/16

N Patton provided an update on the Scottish Funding Council Annual Staffing Return. The Committee had received a copy of the Staffing return. N Patton provided the Committee with information on the data coverage and a summary of the return.

The Committee considered the return with discussion focussing on the presentation of the data and the criteria applied, e.g. the definition of a formal qualification.

The Committee noted the Return.

17.15 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

Equality issues were considered throughout but no decisions were taken which would require an EIA.

17.16 REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)

The following papers were deemed as being non-disclosable:-
 17.08 – Attendance Management Report
 17.11 – Health & Safety Report
 17.12 – People Strategy

17.17 ANY OTHER BUSINESS

M Docherty advised the Committee that she will be unable to attend the meeting on 10th May.

DATE OF NEXT MEETING**TBC**