

ORGANISATIONAL DEVELOPMENT Committee

Wednesday 31 January 2018
Seminar Room 4, Cardonald Campus

**ORGANISATIONAL DEVELOPMENT COMMITTEE
ACTIONS ARISING FROM MEETING HELD ON 15 NOVEMBER 2017**

ITEM NUMBER	ACTION	LEAD	COMMENT
17.38	<p>EMPLOYEE ENGAGEMENT SURVEY The Committee discussed the timing of the first pulse survey and agreed that keeping the survey open for longer (into the New Year) would be beneficial. The Committee discussed the questions and noted that the questions would be further refined by J Vincent and Management to take account of the discussions in the Committee.</p>	GC	The revised questions have now been agreed and will be tabled at the Organisational Development Committee on 31 January. The first pulse survey will be launch week commencing 5 February.
17.39	<p>KEY PERFORMANCE INDICATORS 2017/18 J Vincent invited the Committee to discuss the Report but allow a more detailed paper to come to the next meeting, which would set out proposed targets based on more thorough consideration of each target area. The Committee agreed to a paper being brought to the next meeting and used the current paper as a starting point for discussion on the various areas therein.</p> <p>During discussion on Staff Turnover, the Committee noted appear to be in line with what has previously been reported. look into this further. One Committee member suggested further broken down to show lecturing and support staff.</p>	GC GC	<p>A KPI paper for discussion will be presented at the Organisational Development Committee on 31 January.</p> <p>The turnover figures for 16/17 should have read 4.7% for all permanent staff.</p> <p>We do not currently split for lecturing and support staff.</p>

ITEM NUMBER	ACTION	LEAD	COMMENT
17.47	<p>REVIEW OF COMMITTEE REMIT</p> <p>The Committee agreed to bring a revised version of the Remit to the next meeting of the Organisational Development Committee before taking to the March meeting of the Board.</p>	Clerk	

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting	31 JANUARY 2018
Paper Title	NOTES OF JOINT CONSULTATION AND NEGOTIATION COMMITTEE MEETINGS
Agenda Item	18.05
Responsible Officer	GILLIAN CRANKSHAW, ACTING ASSISTANT PRINCIPAL, HUMAN RESOURCES
Status	DISCLOSABLE
Action	FOR NOTING

1 INTRODUCTION

The purpose of this report is to provide the Organisational Development Committee with sight of the minutes of the Joint Consultation and Negotiation Committee (JCNC) meetings that have taken place since the OD Committee met on 15 November 2017.

- 2 Minutes of the second meeting of the Lecturers' Sub Group of the JCNC which took place on 20 December 2017 are attached. A meeting of the Non-Teaching Sub Group took place on 19 January 2018; however, those minutes are not available yet. These will be brought to the next OD Committee.

3 RISK ANALYSIS

- 3.1 There are no risks associated with this paper.

4 LEGAL IMPLICATIONS

- 4.1 There are no legal implications associated with this paper.

5 FINANCIAL IMPLICATIONS

- 5.1 There are no financial implications associated with this paper.

6 REGIONAL OUTCOME AGREEMENT IMPLICATIONS

N/A

7 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting	31 JANUARY 2018
Paper Title	REMIT OF ORGANISATIONAL DEVELOPMENT COMMITTEE
Agenda Item	18.06
Paper Number	18.06A
Responsible Officer	S HEIDINGER, ORGANISATIONAL DEVELOPMENT COMMITTEE CHAIR
Status	DISCLOSABLE
Action	FOR DISCUSSION

1 REPORT PURPOSE

- 1.1 The purpose of this item is to provide Committee Members with the updated Remit of the Organisational Development Committee following its recent review, and provide an opportunity for any final comment before submission to the Board of Management.

2 RECOMMENDATION

- 2.1 Committee Members are invited to discuss the Remit of the Organisational Development Committee as recently reviewed and agree for it to be recommended to the Board of Management.

3 BACKGROUND

- 3.1 At the March 2017 Meeting of the Board, following the conclusion of the External Effectiveness Review, a Board Development Plan was agreed. One of the development areas within that plan was to review the Remits of the Committees to ensure effective use of Committee and Board time.
- 3.2 A paper was taken to the August 2017 Board Meeting and it was agreed by the Board that each Committee should review its own remit in the first instance.
- 3.3 The Remit of the Organisational Development Committee is attached which was reviewed at the November 2017 Committee meeting and has now been updated based on the amendments at that meeting. The remit will be submitted to the March Board of Management meeting.

4 RISK ANALYSIS

4.1 There are no specific risk implications in this paper.

**5 LEGAL IMPLICATIONS/ FINANCIAL IMPLICATIONS/ REGIONAL
OUTCOME AGREEMENT IMPLICATIONS**

N/A

5. HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

**GLASGOW CLYDE COLLEGE
JOINT CONSULTATION AND NEGOTIATION COMMITTEE
(SUPPORT STAFF SUB GROUP)
2017 - 2018**

The first meeting of the Joint Consultation and Negotiation Committee
(Support Staff sub group) 2017-18 session took place on Friday 3rd November 2017
at 9.30 am in Seminar Room 4 of the Business Centre, Cardonald Campus

Present: Brian Hughes
 Janet Thomson
 Nicole Patton
 Gillian Crankshaw
 Douglas McFarlane
 Elizabeth Clark
 Jim Woolfries
 Clare Ireland
 Sally Pickles
 Shona Clyde

Apologies: Stephen Hume
 Caroline Burns
 Lorraine McGaw

Minutes: Linda Purse

ITEM BUSINESS

ACTION

1 WELCOME AND APOLOGIES

B Hughes welcomed everyone to the meeting. The apologies above were noted.

2 MINUTE OF MEETING HELD ON 19 MAY 2017 AND MATTERS ARISING

The items below were raised from the previous minutes. It was confirmed that other items from the minutes to be discussed were on the agenda for the meeting today.

SP referred to item 9 - Cardonald Cleaning Service and raised the matter of the quarterly reviews

JW said the quarterly reviews will help and support any issues going forward. J Thomson confirmed that there would be ongoing review meetings to discuss the Cardonald cleaning service and outlined some of the improvement plans which had been put in place.

CI referred to item 8 – Pay and Grading/Job Evaluation and said Craig Paterson works for ECC Limited and not FEDRA. BH

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ACTION

confirmed Craig Paterson is a consultant who advises on the FEDRA scheme.

In respect of item 11 – Internal Communications, it was noted that an Internal Communications Plan is in place which G Crankshaw agreed to circulate to the group.

GC

CI asked where the College is in terms of the pilot for Workplace and an update was given on this.

3 NATIONAL BARGAINING

CI reported that she is on the national group looking at Job Evaluation and BH reported he had attended the Employers Association meetings in his role of Acting Principal.

CI stated that Unison feel rushed in respect of the proposed timescale for Job Evaluation and are currently unsure whether there will be a local or national agreement on job details. There is also the issue of potential pay protection to be considered.

BH advised that data has been supplied and it is not clear yet whether comparisons will be at job title level or at greater detail than that.

SP advised that as part of the working group she is on, they are looking at terms and conditions of service. CI informed the group that the national job evaluation group will be forming work groups.

4 NEW WORKPLACE INITIATIVE

GC explained this is a pilot scheme and it is part of the Internal Communications plan. She indicated its main purpose was to create groups for posting messages with a view to targeting specific notices and reducing overall emails. This will be piloted to end November and there will be focus groups for the feedback on this initiative. If the pilot is successful it is intended to launch it College wide in January 2018 with guidelines. GC explained there are 100 staff members on the pilot and advised of the staff member groups who are on the pilot.

JW asked how it is being monitored. GC advised it is not monitored and this is why there is a need for guidelines. B Hughes explained there is an overarching ICT Acceptable Use policy and therefore individuals should be aware of the limitations on ICT use.

GC explained sessions would take place on how to use Workplace and to also explain the guidelines.

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ACTION

CI said that some staff have concerns regarding the security of the system and GC said it is no different from the e-mail system in this respect.

D McFarlane advised that some union members have asked him if it was compulsory to use this system. GC advised it was not compulsory and advised it was a tool for non-essential items.

GC advised that a session could be provided for the JCNC members and she would arrange this with Organisational Development.

GC

5 UPDATE ON THE STAFF VOICE

There was a discussion regarding an update on the Staff Voice. The training for staff on the Staff Voice Group will take place on 09/11/17 and 10/11/17. The Chair of the Group is to be nominated and there will also be training provided for the Chair. The first meeting will be arranged for the beginning of December 2017.

CI asked if there would be any negotiations through this group and asked whether there would any overlap with JCNC. GC stated there would be no overlap and the Staff Voice Group will discuss items outside of staff terms and conditions. BH highlighted that the training for the Chair is crucial.

6 PAY REGRADING/JOB EVALUATION

NP explained that the College's Pay Regrading procedure has been reviewed and is now more user friendly. The procedure will be e-mailed in the next few days.

NP

CI stated that the process should be clear and fully disclosed.

BH asked if Job Evaluation agreed a post nationally, what would happen locally in terms of pay regrading. CI said there should be some flexibility as there are 26 employers where there are different jobs at different grades.

7 TERMS & CONDITIONS (MANAGEMENT DISCRETION)

JW highlighted that this is in relation to staff annual leave in terms of when staff can take their leave and some members are finding this to be restricted as it is at manager's discretion.

GC advised that leave is at the discretion of the manager and asked if there was a specific staff area where this was happening.

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EC indicated that managers are applying different approaches to leave. She stated that staff do try and accommodate this however the level of restriction is different.

GC explained that units are busy at different periods. JT said the restrictions would be for business reasons. BH said it is about the fairness aspect in terms of annual leave.

CI said she understood that the College can restrict holidays at busy periods, however if there is a special occasion and staff are giving notice to their line manager to allow for cover to be provided then this should be able to be accommodated. She stated that there seems to be a blanket ban where staff cannot ask for leave and that this is not fair across campuses.

BH said that a few examples, will be looked at with Human Resources involvement to ensure fairness and reasonableness. This will allow these examples to be considered to ensure they therefore do not build up to any potential issues. CI said the blanket ban does not need to be the case.

BH said it is about how you apply the policy. The policy is clear and would need to see the discussion concerning the application of leave.

CI said they need to try and get consistency across the College.

BH reiterated there should be a discussion with Human Resources in terms of fairness of leave and look at the minor issues to iron them out.

There was a further discussion regarding the escalation of leave requests should the manager not authorise the leave initially. It was agreed that leave requests can be escalated to the next manager where necessary.

GC advised she will meet with the unions to discuss this further.

GC**8 LIVING WAGE ACCREDITATION**

EC said that other Colleges have the living wage accreditation and NP confirmed that Glasgow Clyde College now has living wage accreditation.

There was a discussion on how this applied for contractors of the College. BH said that the College can highlight the commitment to working with the contractors in particular ways for them to work towards the living wage.

EC said MITIE do not pay the living wage. NP said the College cannot require contractors to pay the living wage under procurement

ITEM BUSINESS

ACTION

rules and advised that issue would need to be taken up with their employer.

CI referred to Poverty Alliance as a body of accreditation with regards to receiving the living wage and advised it is about milestones.

9 RESTRUCTURES –UPDATE

EC asked for an update in terms of any restructures in the College. BH explained there had been discussions previously with the Chair of the Board in relation to the MIS/Admissions potential restructure and this was put on hold until the new Principal joined the College. BH said there is no definitive list of any restructures or dates for this including the potential MIS restructure and there will be a process of consultation undertaken for any that are progressed.

EC stated there are also tasks moving within Faculty Admin and MIS. JT stated this is not a restructure. BH said they need to look at the language being used if carrying out different tasks as this is not a restructure, it is about improving processes. The Faculty Administration task change has been discussed with NP and there are different views regarding Faculty Administration which don't align. BH added that they will need to get to the issues and the change of tasks to move forward and confirmed this is not a restructure. BH said there are better systems, better processes and it is therefore not new jobs, rather tasks being completed in different ways.

CI said she understands jobs evolve and the Faculty Administrator job is changing indicating that some of the Faculty Administrators are responding in different ways and it is about how it is managed. She indicated that staff are all different and the impact can be where some staff take it in their stride and some react differently. CI said it is not working well and there are the same problems and that the problems are not being dealt with only the symptoms adding that the structure does not work well.

NP said she will arrange a meeting to discuss this to identify the issues. BH said you cannot solve something that you don't understand and should concentrate on where the issues are. BH said NP will follow up and work towards these issues and also discuss regarding the differences in the Faculty Administration roles. **NP**

JT said that they are trying to find the pinch points and JT advised she will look at this. **JT**

ITEM BUSINESS**ACTION****10 SAFEGUARDING/FIRST AID/MENTAL HEALTH - ALLOWANCES**

CI said the mental health first aiders and first aiders are receiving £300 per annum and the Safeguarding Officers are receiving £1000 per annum.

NP confirmed that the process for Safeguarding support in the College had been changed.

EC said there has been training, i.e. dealing with suicidal people training for some of the public facing roles. EC said there is Safeguarding cover however mental health is becoming more of a frequent issue.

BH said he will follow up regarding the payment information. The Mental Health First Aid is a new initiative and is looking at the issues that are happening on a regular basis. There is two years of GCEF funding for a project working with SAMH (Keir McKechnie). BH said there is a project plan to build capacity of the College for staff who may have to deal with mental health issues. BH added that Maureen Watt, Mental Health Minister, would be coming into the College for the project launch. **BH**

EC said that Keir McKechnie had indicated there would be training on dealing with people threatening suicide and asked when this training would be arranged. GC said Keir McKechnie will be arranging this training.

JW said as a first aider, he can come across students who self-harm and it would be good for the first aider to have a line of responsibility to pass these students to. The first aiders are dealing with mental health issues and do not have the training for this. GC advised JW to contact Learning and Development to arrange this training. **JW**

After further discussion, it was agreed that there would be training for the first aiders to be arranged by JW and DM. DM also asked if the College could consider looking at making the payment for first aiders in line with the HSE level. **JW/DM**

BH said GC will look into this. **GC**

CI asked if line managers are going to be asked first in terms of staff becoming mental health first aiders. GC advised this should have been detailed on the e-mail for the advert and advised she has picked this up with her team. CI said some departments are not always able to accommodate the time required for staff. GC said that line managers needs to manage the expectation of staff for this.

11 FACILITY TIME FOR STEWARDS

There was a discussion regarding the hours for union duties and NP explained that the Lead Campus representative would receive 3 hours' facility time per week and the other union representatives would receive 1½ hours per week. Unison stated that they would need to recruit another two union representatives.

SP said she cannot leave her job to deal with union duties or have hours back later in her role and she works with her line manager in respect of union time and advises him in advance. SP said there are no other GMB representatives in the College and said she is looking to address this.

There was a further discussion regarding the Health & Safety representatives and it was confirmed that Anna Magiera is the new Unison Learning Representative and Shona Clyde is now a Unison representative. NP confirmed there was 1 hour of facility time for each of the Learning Representatives and there was one at each campus.

CI indicated a ratio of 1 representative to 25 members. and BH said once he is in receipt of the representatives list, this can be reviewed. CI said there is a delay in making difficult decisions due to time constraints and this is impacting on resolving issues. CI added she is doing union duties in her home time and would like to formalise the time to do a better job.

It was confirmed that the facility time allocated is determined by the Recognition and Procedures Agreement (RPA). There was a further discussion in terms of representatives attending events and as to whether this time can be claimed back. BH stated that releasing staff impacts on the service. CI explained the type of work she can be dealing with in her own time.

There was a discussion in respect of not receiving any funds for the backfill for union time for attending events and BH questioned someone external asking staff to attend events without asking the College to authorise this.

CI said that volunteers have been requested relating to national bargaining activity. BH said if staff volunteer, it would be in their own time and the employer would not be expected to contribute to this. BH added that the RPA details the facility time for the union. There was a further discussion regarding funding and BH said he will follow this up. NP will pass a copy of the RPA to BH which details the facility time for trade union representatives.

**BH
NP**

Following discussion, CI confirmed there was 220 Unison members and SP will confirm GMB membership. There was a discussion

SP

ITEM BUSINESS**ACTION**

regarding the communication to union members and it was agreed that the unions have the numbers and the details of their members.

12 REVIEW OF JCNC AGENDA ITEMS FROM AY 16-17

This has been covered previously.

13 LEGACY PROCEDURES

CI stated that this is ongoing with different procedures having to be applied and asked how this is being managed.

GC said that the College wants to have one procedure however we have to refer to the legacy procedures as a single procedure has not been agreed. BH asked whether at national level they are looking to take forward procedure or policy. NP advised that she believed this would be policy at national level. BH asked if there was a timeline for national policy and NP indicated she had thought it would have been in place by this stage. BH said if there are three legacy procedures then there is a risk if there is a national procedure it may not fit locally.

There was a further discussion regarding the Attendance Management procedure and there was a suggestion that the College could look at the procedures that would not be changed by national bargaining if that was known.

14 AOCB

JT said the protected characteristics data has been added to I-Trent. NP said there has been a low response across the College (4%) and explained the College have a duty to report this information and said staff can state 'prefer not to say'. There was a further discussion as to why staff may not complete this information

BH said this falls into equal pay and questioned how the College can say they are not indirectly discriminating if we do not have the information. BH added that the information held in the system is protected at multiple levels and this message needs to be given to staff.

There was a further conversation regarding the concerns of supplying this information. CI said there is a feeling amongst groups on how employers deal with data especially for pregnant employees.

GC advised that qualifications and CPD records are being checked and added to I-Trent.

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ACTION

DATE OF NEXT MEETING

The next meeting has been scheduled for Friday 19th January 2018 at 9:30am in Anniesland Boardroom.

ORGANISATIONAL DEVELOPMENT COMMITTEE

The functions listed here are delegated by the Board to the Organisational Development Committee

<p>REMIT</p>	<p>To consider policy in relation to staffing including equality and diversity issues, human resource issues, staff governance, staff well-being and health and safety matters.</p> <p>To determine the parameters within which the remuneration and conditions of service of all employees other than the Principal and Senior Management and other than those agreed through national bargaining are agreed and to ensure the authority delegated to the Principal by the Board in this matter in reaching a satisfactory conclusion on remuneration and terms and conditions is within the agreed parameters.</p> <p>To formulate the Board's People Strategy and monitor this to ensure targets are being met.</p> <p>To ensure compliance with relevant legislative or professional requirements relating to the employment of staff.</p> <p>To receive reports of meetings of the Joint Consultation and Negotiation Committees with the Principal and to consider any matters arising which may require to be raised at and discussed with the Board.</p> <p>To review staff engagement. To consider how HR and OD related targets, including those contained within the College Strategy and the balanced scorecard are both monitored and reported on.</p> <p>To make recommendations to the Board on major policy matters but with devolved powers to deal with time urgent matters, seeking the Chair of the Board's approval where appropriate.</p>
<p>MEMBERSHIP</p>	<p>The membership of the Committee is six members of the Board of Management one of whom is the Principal and Chief Executive. The Committee should be chaired by a Board Member, other than the Chair of the Board. The Chair of the Committee is elected by the Board and the Vice Chair is elected by the Committee. The Board reviews the membership every four years. The Secretary to the Board, Assistant Principal HR and the Head of HR attend the Committee as advisers. The Committee meets three times per year.</p>
<p>QUORUM</p>	<p>The quorum set by the Committee is three members.</p>

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting	31 JANUARY 2018
Paper Title	ASSISTANT PRINCIPAL, HUMAN RESOURCES REPORT
Agenda Item	18.07
Responsible Officer	GILLIAN CRANKSHAW, ACTING ASSISTANT PRINCIPAL, HUMAN RESOURCES
Status	DISCLOSABLE
Action	FOR DISCUSSION

1. INTRODUCTION

- 1.1 The purpose of this report is to provide an update to the Organisational Development Committee on some of the activity that has been ongoing within the Organisational Development (OD) function since the last Committee meeting that is not covered within other Organisational Development Committee papers.

2. STAFF VOICE

- 2.1 The first meeting of Staff Voice took place on 14 December 2017. The meeting was to share with the Principal the suggested remit and format of the group. The first full meeting is scheduled for February 2018.

3. INTERNAL COMMUNICATIONS

- 3.1 The internal communications report to the Senior Management Team (SMT) in December 2017 raised some questions as to whether the pilot group for Workplace was large enough to give a consensus as to whether to proceed with the introduction of Workplace as the College's main internal mass communication tool. The SMT agreed the trial should be extended to all staff for one year. The trial will be launched in February and a review will take place early next year.
- 3.2 The Organisational Development Team completed the transfer of their new portal over to SharePoint to be used as a demonstration model for a new staff intranet. Currently the intranet is not particularly well used and this updated version would make it more user friendly for staff. The team are working closely with ICT to progress this.

4 STAFF ENGAGEMENT

- 4.1 The refined questions for the staff engagement survey have been agreed and a copy will be provided for the Organisational Development Committee meeting.
- 4.2 The first pulse survey will be issued week commencing 5 February 2018 and will remain open until 2 March 2018. The software allows the OD Team to see real time data, which will assist in targeting promotion of the survey in areas with lower response rates.
- 4.3 Once closed the OD team will work with the survey provider HIVE and the SMT to devise an action plan to address any identified areas for improvement.
- 4.4 The second pulse survey is scheduled for launch in May; however, this will depend on the actions and potential further investigation required as an outcome of the initial survey.
- 4.4 With the survey software available to run at any time, we will have the ability to investigate further any areas highlighted in each survey.

5. WORKFORCE PLANNING

- 5.1 Meetings with the Senior and Middle Managers will take place from February 2018 to discuss the training needs analysis.

6. RISK ANALYSIS

- 6.1 There are no risks associated with this paper.

7. LEGAL IMPLICATIONS

- 7.1 There are no legal implications associated with this paper.

8. FINANCIAL IMPLICATIONS

- 8.1 There are no financial implications associated with this paper.

9. REGIONAL OUTCOME AGREEMENT IMPLICATIONS

- 9 N/A

10. HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

- 10.1 N/A

Organisational Development Key Performance Indicators

Key Performance Indicator	Purpose	Baseline 16/17 Actual	Target
Quarterly Indicators			
Staff induction completion rates	To ensure all new staff are aware of College practices	51%	100% within 2 months
Health and Safety Induction completion rates	To ensure all new staff are aware of Health and Safety matters	72%	100% within 1 month
Occupational Health Surveillance baseline tests	To ensure staff in identified roles have baseline test within 2 months	14 new staff completed	100% within 2 months
Staff who have completed their protected characteristics disclosure on ITrent	To enable College to review the diversity of its workforce	TBC	85%
Annual Indicators			
Average days training/CPD offered per employee	Measures level of CPD for staff	8,545 hours excluding TQFE and sponsored study	6 days per staff member per year
Personal Development Plan completion rates	To ensure staff have an annual review of development	Teaching staff 47% Support staff 67%	100% annually
Level of permanent teaching staff with TQFE	Measures level of TQFE qualification	81%	90%
Participation rate of staff in Healthy College events	To measure level of engagement in Healthy College events	TBC	60% of staff
Working days lost through sickness absence	Measures lost staff time	3.9%	4.1%
Permanent Staff Turnover	Measures level of staff change	4.57%	< 6.0%
Average time to recruit	Measure speed of recruiting new staff		8 weeks
Percentage of probationary/progress completed at 3 and 6 months for new staff	To ensure all new staff have required reviews	99.37%	100%
Number of applications per advertised external vacancy	Measures level of interest in College vacancies	TBC	>8
No of disciplinaries per year	Measures level of disciplinary activity across the College	4	<10
No of grievances per year	Measures level of grievance activity across the College	5	<10
No of capability reviews per year	Measures level of capability review activity across the College	0	<5

Items to be reported to Committee – Non KPI data

Participation rates in staff engagement surveys	A summary report will be submitted to the Organisational Development Committee after each survey including participation rates.
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.

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting	31 JANUARY 2018
Paper Title	ORGANISATIONAL DEVELOPMENT KEY PERFORMANCE INDICATORS
Agenda Item	18.08
Responsible Officer	GILLIAN CRANKSHAW, ACTING ASSISTANT PRINCIPAL, HUMAN RESOURCES
Status	DISCLOSABLE
Action	FOR DISCUSSION

1 INTRODUCTION

- 1.1 The purpose of this report is to provide an update to the Organisational Development Committee on the Key Performance Indicators (KPIs) for Human Resources and Organisational Development.

2 BACKGROUND

- 2.1 A paper on KPIs was presented to the November Organisational Development Committee meeting and, following discussion at the meeting, it was agreed that a further paper would be brought back to the Committee providing further detail and targets for each KPI.
- 2.2 The KPIs have been reviewed and they are detailed in the attached document indicating targets and frequency of review.
- 2.3 There are some areas which are not related to KPI data and for which there will be a report instead to Committee and these are summarised in the second part of the attached document.

3 RISK ANALYSIS

- 3.1 There are no specific risks associated with this paper.

4 LEGAL IMPLICATIONS

- 4.1 There are no legal implications associated with this paper.

5 FINANCIAL IMPLICATIONS

There are no financial implications associated with this paper.

6 REGIONAL OUTCOME AGREEMENT IMPLICATIONS

N/A

7 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting	31 JANUARY 2018
Paper Title	HEALTH AND SAFETY REPORT
Agenda Item	18.10
Responsible Officer	CHRISTINE CRAWFORD, ACTING ORGANISATIONAL DEVELOPMENT MANAGER
Status	DISCLOSABLE
Action	FOR DISCUSSION

1 INTRODUCTION

1.1 This report covers activity undertaken by the Organisational Development Unit in relation to Health and Safety since the last Committee meeting on 15 November 2017.

2 STATISTICS

2.1 Accident Statistics

2.1.1 The accident statistics from 1 September 2017 to 30 November 2017 are attached at Appendix 1.

2.1.2 The total number of accidents reported in the period 1 September 2017 to 30 November 2017 is 35. For the same period in 2016 there were 39.

2.1.3 There have been no accidents or illnesses in this period that have required to be reported to the HSE (RIDDOR).

2.1.4 The highest categories were Machinery/Tool cuts with 15 recorded incidents. For the same period last year, the highest category was also Machinery/Tool cuts with 14 recorded incidents.

2.1.5 The machinery and tool cuts continue to be addressed through discussion with the Heads of Curriculum in the areas identified and they have been asked to promote safe use of tools; however, given the nature of some of the courses there will always be an element of minor injury.

2.1.6 5 accidents required hospital attention and details are supplied on each individual campus report.

2.2. First Aid Call Outs

- 2.2.1 College first aiders have attended 76 calls in total 35 of which were accidents as noted above.
- 2.2.2 9 of these call outs resulted in a visit to hospital as a precautionary measure.
- 2.2.3 For the same period last year, the first aiders attended 63 call outs.
- 2.2.4 Refresher training for first aiders will be taking place in January, May and August 2018.

3 GENERAL UPDATE

3.1 Occupational Health Surveillance

- 3.1.1 The revised programme for Occupational Health Surveillance, which includes new staff in an identified “at risk” area, is now in place. Clinics for this year commenced in November 2017 and will run through to March 2018.

3.2 Service Desk Provision

- 3.2.1 From 1 September 2017 to 30 November 2017, 77 requests have been logged. 70 requests have been closed and 7 requests for this period are currently active. We are working to encourage all staff to log Health and Safety requests through the service desk.

4 HEALTH AND SAFETY COMMITTEE

- 4.1 The next Health and Safety Committee meeting is scheduled for Monday 5 February 2018.

5 RISK ANALYSIS

- 5.1 There are no risks associated with this paper.

6 LEGAL IMPLICATIONS

- 6.1 There are no legal implications associated with this paper.

7 FINANCIAL IMPLICATIONS

- 7.1 There are no financial implications associated with this paper.

8 REGIONAL OUTCOME AGREEMENT IMPLICATIONS

N/A

9 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

BOARD OF MANAGEMENT MEETING

Date of Meeting	31 JANUARY 2018
Paper Title	SCOTTISH FUNDING COUNCIL – ANNUAL STAFFING RETURN
Agenda Item	18.11
Responsible Officer	NICOLE PATTON - HEAD OF HUMAN RESOURCES
Status	DISCLOSABLE
Action	FOR NOTING

1 INTRODUCTION

- 1.1 The Scottish Funding Council (SFC) Staffing Return for the Academic Session 2016/17 was submitted in December 2017. The format of the staffing return is in line with the Scottish Government's Quarterly Public Sector Employment Survey Questionnaire
- 1.2 The data collection is based on number of employees, rather than the number of jobs/posts.

2 ABOUT THE STAFFING RETURN

- 2.1 There are two sections for completion, one for headcount and another for full time equivalent (FTE).
- 2.2 **Data Coverage**
 - 2.2.1 Data (both headcount and FTE) are included for all employees paid through the College payroll and who are employed for at least 10% of an FTE at some point in the academic session (1 August 2016 to 31 July 2017).
 - 2.2.2 Employees on secondment or loan are only included if the College is paying for the majority (50% or more) or all of their salary. If costs are split equally, then the sending rather than the receiving college counts the employee. Employees seconded in from the private sector are included if the College pays for the majority or all of their salary. Any employees seconded out to the private sector are excluded.
 - 2.2.3 If a member of staff is employed by the College on more than one occasion throughout the year (for example, August to October, then January to May) they will be counted once on the return in relation to their contract with the majority of hours.

2.3 Absence

- 2.3.1 Employees on paid maternity/paternity leave are included in this return. For the purpose of calculating FTEs, contracted hours for those on maternity/paternity leave are the hours that they were contracted to work before they went on leave.
- 2.3.2 Self-employed, contract workers and agency workers who are not paid directly from the payroll are excluded from the return.

3 TEACHING STAFF

Table 1 - FTE and Headcount Annual Comparison

	2014/15	2015/16	2016/17
Headcount	514	506	525
FTE	353.83	348.84	365.67

- 3.1 The headcount for teaching staff increased from 506 in 2015/16 to 525 in 2016/17, a difference of +19 and the FTE for teaching staff increased from 348.84 in 2015/16 to 365.67 in 2016/17, a difference of +16.83.

Table 2 - FTE and Headcount by Employment Status

		2014/15	2015/16	2016/17
Headcount	Permanent	400	430	424
	Temporary	114	76	101
FTE	Permanent	318.08	327.65	323.76
	Temporary	35.75	21.19	41.91

- 3.2 The headcount for permanent teaching staff decreased from 430 in 2015/16 to 424 in 2016/17, a difference of -6, whilst for temporary teaching staff headcount increased from 76 to 101, a difference of +25.
- 3.3 The FTE for permanent teaching staff decreased from 327.65 in 2015/16 to 323.76 in 2016/17, a difference of -3.89, whilst for temporary teaching staff FTE increased from 21.19 in 2015/16 to 41.91 in 2016/17, a difference of +20.72.

4 NON-TEACHING STAFF

Table 3 - FTE and Headcount Annual Comparison

	2014/15	2015/16	2016/17
Headcount	423	416	452
FTE	318.46	325.89	329.43

- 4.1 The headcount for non-teaching staff increased from 416 in 2015/16 to 452 in 2016/17, a difference of +36.
- 4.2 The FTE for non-teaching increased from 325.89 in 2015/16 to 329.43 in 2016/17, a difference of +3.54.

Table 4 - FTE and Headcount by Employment Status

		2014/15	2015/16	2016/17
Headcount	Permanent	341	343	346
	Temporary	82	73	106
FTE	Permanent	285.90	286.36	280.58
	Temporary	32.56	39.53	48.85

- 4.3 The headcount for permanent non-teaching staff increased from 343 in 2015/16 to 346 in 2016/17, a difference of +3, whilst for temporary non-teaching staff headcount increased from 73 in 2015/16 to 106 in 2016/17, a difference of +33
- 4.4 The FTE for permanent non-teaching staff decreased from 286.36 in 2015/16 to 280.58 in 2016/17, a difference of -5.78, whilst temporary non-teaching staff FTE increased from 39.56 in 2015/16 to 48.85 in 2016/17, a difference of +9.32.

5 ETHNIC ORIGIN

- 5.1 The College has various systems in place in order to gather a range of equality information relating to staff. The table below shows the breakdown of the ethnic origin of Glasgow Clyde College employees.

Table 5 - Ethnic Origin by Status

		2014/15		2015/16		2016/17	
		Black and Ethnic Minority	Other Ethnicity	Black and Ethnic Minority	Other Ethnicity	Black and Ethnic Minority	Other Ethnicity
Teaching	Permanent	5	395	5	425	8	416
	Temporary	2	112	1	75	2	99
Non-Teaching	Permanent	4	337	5	338	6	340
	Temporary	2	80	3	70	2	104
Total		13	924	14	908	18	959

- 5.2 Overall, in 2015/16, 1.52% of employees were of black and ethnic minority. Figures for 2016/17 show that the percentage of black and ethnic minority employees within the College is 1.84%.

6 DISABILITY

Table 6 – Disability by Status

		2014/15		2015/16		2016/17	
		Staff with Disability	No Disclosed Disability	Staff with Disability	No Disclosed Disability	Staff with Disability	No Disclosed Disability
Teaching	Permanent	8	392	4	426	12	412
	Temporary	1	113	2	74	1	100
Non-Teaching	Permanent	6	335	6	337	8	338
	Temporary	0	82	1	72	6	100
Total		15	922	13	909	27	950

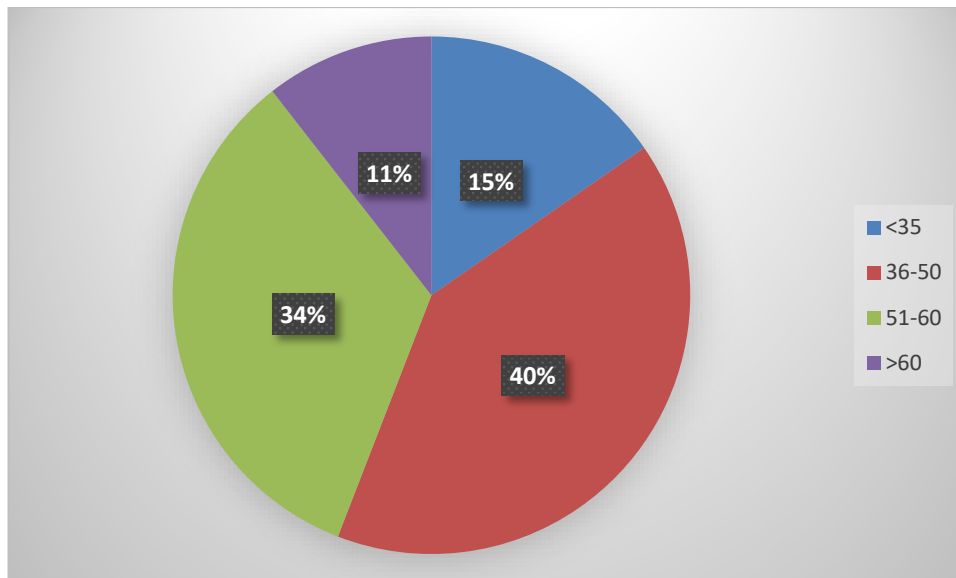
- 6.1 Overall, in 2015/16, 1.41% of employees had disclosed a disability. Figures for 2016/17 show that the percentage of employees who disclosed a disability is 2.76%.
- 6.2 In 2016/17, there has been a focus on encouraging employees to update their sensitive information, and it is thought that the increase in staff disclosing a disability is linked to this. The College continues to work to increase disclosure rates to ensure that equality outcomes are met.

7 AGE

Table 7 – Headcount and Age Range Academic Year 2016-17

Age Range	Gender	Perm Teaching	Temp Teaching	Senior Management	Other	Total
<35	Male	18	9	0	35	62
	Female	14	17	0	57	88
36-50	Male	55	18	4	51	128
	Female	108	26	3	131	268
51-60	Male	68	7	4	41	120
	Female	113	17	3	75	208
>60	Male	20	3	1	23	47
	Female	28	4	2	22	56
Total	Male	161	37	9	150	357
	Female	263	64	8	285	620

Chart 1 – Age Breakdown Academic Year 2016-17



- 7.1 The largest age group in the College is age 36-50 with a total of 396 employees, followed by the age range of 51-60 with a total of 328 employees.
- 7.2 Teaching staff have the biggest workforce aged 36-50 with a total of 207 staff compared with 189 support staff. Teaching staff also have a larger workforce over 60 with 55 people compared to support staff at 48.
- 7.3 Support staff have the largest amount of staff under the age of 35 with 92, teaching staff is considerably less with only 58 employees being under the age of 35.

8 TEACHING QUALIFICATIONS

Table 8 – Level of Qualification 2015-16 and 2016-17

	2015/16	2016/17
TQFE	75%	71%
Other Teaching Qualification	8%	8%
Formal Qualification	12%	12%
No Formal Qualification	5%	9%

- 8.1 The College is currently asking all staff to review their qualification records and it is anticipated that this will see an increase in the formal qualifications registered.

9 RISK ANALYSIS

- 9.1 There are no risks associated with this paper.

10 **LEGAL IMPLICATIONS**

10.1 There are no legal implications associated with this paper.

11 **FINANCIAL IMPLICATIONS**

11.1 There are no financial implications associated with this paper.

12 **REGIONAL OUTCOME AGREEMENT IMPLICATIONS**

N/A

13 **HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT**

N/A

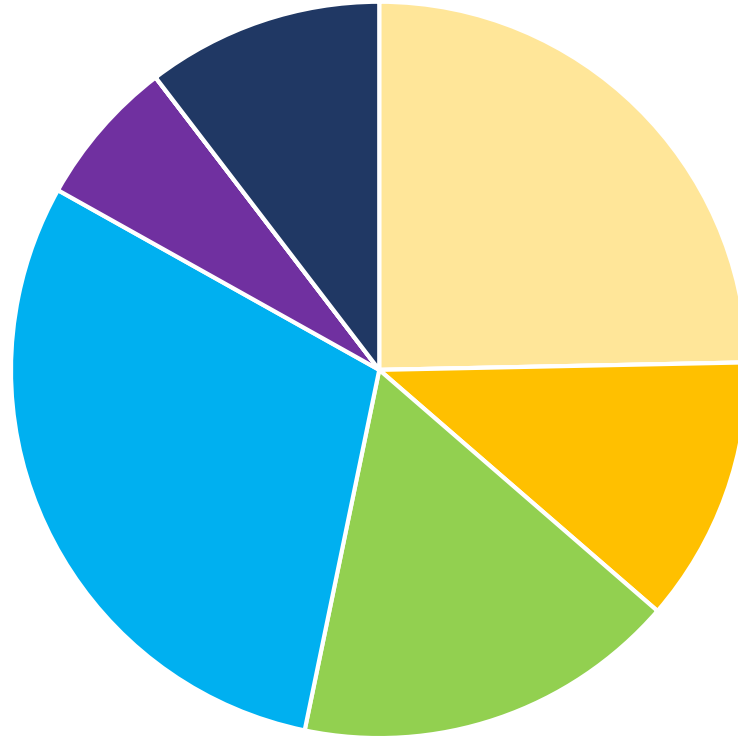
Health & Safety

Accident Statistics for Glasgow Clyde College

1 September 2017 to 30 November 2017

Accident Category	Staff	Hospital	Riddor	Students	Hospital	Riddor	Contractors/ Visitors	Hospital	Riddor	Other	Hospital	Riddor	Total
Slip / Trip / Fall	3			6	3								9
Manual Handling													
Burns / Scalds	1			2									3
Cuts				3	1								3
Machinery/Tool Cuts	2			12			1	1					15
Eye Injuries													
Physical/Verbal Assault	1												1
Reportable Disease													
Near Miss Reports	3									1			4
TOTAL ACCIDENTS	10			23	4		1	1		1			35

Accident Category



- Slip / Trip / Fall
- Manual Handling
- Burns / Scalds
- Cuts
- Machinery/Tool Cuts
- Eye Injuries
- Physical/Verbal Assault
- Near Miss Reports

Anniesland Campus

Accident Category	Staff	Hospital	Riddor	Students	Hospital	Riddor	Contractors/ Visitors	Hospital	Riddor	Other	Hospital	Riddor	Total
Slip / Trip / Fall	2			2	2								4
Manual Handling													
Burns / Scalds				1									1
Cuts													
Machinery/Tool Cuts	1			7			1	1					9
Eye Injuries													
Physical/Verbal Assault													
Reportable Disease													
Near Miss Reports	3												3
TOTAL ACCIDENTS	6			10	2		1	1					17

Langside Campus

Accident Category	Staff	Hospital	Riddor	Students	Hospital	Riddor	Contractors/ Visitors	Hospital	Riddor	Other	Hospital	Riddor	Total
Slip / Trip / Fall	1			2									3
Manual Handling													
Burns / Scalds				1									1
Cuts				2									2
Machinery/Tool Cuts				2									2
Eye Injuries													
Physical/Verbal Assault	1												1
Reportable Disease													
Near Miss Reports										1			1
TOTAL ACCIDENTS	2			7						1			10