

MINUTE OF THE FOURTEENTH MEETING OF THE ORGANISATIONAL DEVELOPMENT COMMITTEE HELD ON WEDNESDAY 31 JANUARY 2018, SEMINAR ROOM 4, CARDONALD CAMPUS, GLASGOW CLYDE COLLEGE

PRESENT:

S Heidinger	Committee Chair
M Docherty	Committee Member
G Whiteford	Committee Member
C Walker	Committee Member
D Perez	Committee Member

IN ATTENDANCE:

J Vincent	Principal and Chief Executive
G Crankshaw	Acting Assistant Principal, Human Resources
C Crawford	Acting Organisational Development Manager
J Thomson	Vice Principal, Resources & College Development
N Patton	Head of Human Resources
G Heritage	Clerk to the Board (Minute Taker)

ACTION

18.01 WELCOME AND APOLOGIES

The Chair welcomed everyone to the meeting. Apologies were noted from Jon Vincent, Principal.

18.02 DECLARATIONS OF INTEREST

There were no declarations of interest.

18.03 MINUTES OF PREVIOUS MEETING: 15 NOVEMBER 2017

The Minutes were approved as an accurate record of the meeting of 15 November 2017.

18.04 MATTERS ARISING

The Committee noted the updates within the Matters Arising Action Grid.

J Thomson gave two further updates relating to the minutes of the previous meeting which were not included on the Action Grid.

Fire Compartmentation at Anniesland Campus: The first stage of the court process has now progressed and the College awaits a response from BDP Architects on the requested

documentation. A hearing date is set for 11 April 2018. The work at the Anniesland campus will go out to tender.

Mary Stuart Building: following a report, it is thought the cladding on the building may be more fire retardant than initially indicated. Further tests are being undertaken on cladding panels, and any potential remedial works will require to be agreed.

From the matters arising action grid it was indicated that papers for 17.38 Employee Engagement Survey and 17.39 Key Performance Indicators are both on this agenda for discussion. The Committee noted the clarification under 17.39 that turnover figure for 2016/17 for all permanent staff should have read 4.7%. Also from 17.43 the updated remit of the Committee is also on the agenda.

18.05 NOTES OF JOINT CONSULTATION AND NEGOTIATING COMMITTEE MEETINGS

18.05a Lecturers Sub-Group: The Committee noted the Minutes of the 20th December 2017. It was agreed that there were no specific points therein that should be brought to the attention of the Board.

The Committee discussed the Minutes and highlighted their tone and in particular, the item reviewing the Minutes of 20 September 2017 where it had been noted that staff at GCC 'don't have a voice' which was amended in the December minute to some staff within GCC feel they don't have a voice. The Committee sought clarification on how many areas were affected and staff indicated that the comment was only relevant to one section and this was being taken forward.

There was also a discussion on the item on culture within the Minutes which prompted a query on the employee engagement survey and about the potential to identify individuals in the survey. It was agreed to discuss this during that agenda item.

18.05b J Thomson circulated copies of the JCNC Support Staff Sub-Group of 3rd November 2017.

The Committee noted the Minutes. It was agreed that there was nothing therein that should be brought to the attention of the Board.

The Committee discussed the Minutes. Item 7 Terms and Conditions (Management Discretion) which noted some disquiet around annual leave flexibility in some parts of the College and the Committee were assured that, whilst this was

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a general statement, if issues arise these are discussed with managers in the relevant section. In some areas of work staff cover is required at key times, and there has to be a balance of the needs of the College and its different units with discretion the manager might exercise if there are very specific reasons to request leave.

ACTION

G Crankshaw and J Thomson stressed the use of fair and balanced judgement although to deal with concerns they also require specific details.

The Committee acknowledged that annual leave requests have to be balanced with the needs of the College.

The Committee noted the use of 'non-teaching staff' as opposed to the preferred terminology referencing 'support staff' and it was requested to amend this in future minutes and papers.

JT/GC

18.06 REMIT OF ORGANISATIONAL DEVELOPMENT COMMITTEE

The Committee discussed in detail the draft Remit, noting some amendments had already been made. The Committee noted all Remits were due to be considered at the March 2018 Board meeting.

There were some suggested style and grammar amendments as follows:

**GH
SH**

Paragraph 1 – omit the word 'issues' which is referenced twice on second line.

Paragraph 2 – the sentence is too long, some words or phrases are superfluous and it does not read well. This will be reworded and the sentence broken up to ensure clarity.

Paragraph 1 - amend to read 'consider policy and strategy in relation to staffing.... In response to a query on the term staff governance, J Thomson highlighted that the Staff Governance Standard applies to the College and this was current terminology in the sector in this area. It was noted that the Staff Voice will contribute to the measurement of College staff governance.

GH

Paragraph 5 – omit the phrase 'with the Principal' as this is not always applicable to meetings of JCNC.

GH

Paragraph 6 – use of the term 'balanced scorecard' as a specific tool was queried. It was accepted that the aim of the Principal and SMT was to produce a balanced scorecard, and it was agreed to let that stand.

GH

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Paragraph 6 – suggested to change ‘strategy’ to ‘development plan’ to reflect the College plan and nomenclature.

GH

A lively discussion followed on whether the title of the Committee should change. Distinctions between HR and OD were discussed and the historical context. No consensus was reached on an alternative and G Heritage will ask other boards what titles they use for Committees with the same remit. For the moment, the name remains unchanged.

GH

18.07 ASSISTANT PRINCIPAL HR REPORT

G Crankshaw was invited to speak to the Report issued with the Agenda.

The Committee discussed the Report and noted the progress which it reflected.

It was noted that the first full meeting of Staff Voice was scheduled for February with EMT attending.

G Crankshaw explained that ‘Workplace’ had been piloted however it was felt that 100 staff may not be adequately representative. All staff will now be involved in a larger trial phase and this will be reviewed in February 2019.

The Committee commented on the proposed use of Sharepoint, as part of the Office 365 suite as potentially an improvement given its ease of use. The OD team have transferred their portal to Sharepoint, and it is hoped staff will make greater use of the newer version of Sharepoint than of the current intranet. Staff responsibility to update the new Sharepoint was discussed, and departments will be responsible for updating their own areas. The Committee supported the transfer.

GC

G Crankshaw circulated the question set proposed for the first set of questions in the Staff Engagement Survey. It was explained that with the software now updated, the first survey set will run from 5th February to 2nd March. Twice weekly reminders will be circulated during the survey period. OD staff will check progress.

GC

In response to questions it was confirmed that the survey will not identify individuals. The Committee raised that free text can facilitate identification of an individual, either because of a small unit staff group or due to style and language used in free text.

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The survey will indicate that if people state specific detail in free text it may be possible to identify individuals from free text responses although that is not the intent.

**GH
CC**

The Committee asked that the following be checked:

- if people can acknowledge the survey and decline to complete;
- if a partially completed form could be saved and completed on return;

ACTION

The possibility of one person making multiple responses was raised; it was thought that there would be just one option to complete, but this would be confirmed with survey providers.

It was confirmed that the information can be broken down by department although the smallest group of data will be six members of staff.

It was confirmed that the survey providers will have gender information from the survey.

Confirmation was given that, once the survey closed the SMT will work on identified areas for improvement. The survey will be in two tranches; that starting 5 February is the first with the second potentially going out in May dependent upon the level and scale of improvement action planning required. Feedback from part one should be available to this Committee for its 2 May 2018 meeting.

SMT

The Committee thanked G Crankshaw for her report.

18.08 ORGANISATIONAL DEVELOPMENT KEY PERFORMANCE INDICATORS

G Crankshaw was invited to speak to the Report which had been circulated as part of the agenda.

The Committee were asked to note that work on refining and developing appropriate levels of KPI's had been undertaken led by J Vincent and J Thomson. The aim is to produce a suite of KPI's which support a robust balanced scorecard with a mix of quarterly and annually reported data. Some data would not be significant on a quarterly basis, and trends would need to be identified at annual review. This would give validity to the data and narrative information presented to Committee. Those presented were felt to be the most useful.

The Committee discussed the KPI's in some depth and specific points were raised as follows:-

Annual Indicators:

Average days training/CPD offered per employee. The committee found it challenging to relate the 16/17 baseline to the target as there was a different calculation base (days vs hours). Discussion around what CPD was offered and what was taken up concluded that the target uptake needs to be reasonable, whilst recognising the importance of investment in staff. The Committee recognised this and considered there was potential to think differently about ways to make offers of CPD to staff. Whilst the employer offer reflects value placed on staff, staff members are also accountable and responsible for their own professional development. The Committee decided to set the target uptake figure at 3 days per year and monitor progress.

Commented [SH1]: Can't move the second part of the sentence up!

Personal Development Plan Completion Rates. The Committee believed that a target of 100% was too high and agreed 95% was more realistic.

JT

Working days lost through sickness absence. The Committee questioned the target of 4.1% against performance of 3.9%. After discussion, a target of 4% was agreed.

Average time to recruit staff. The Committee felt this to be an operational matter for the HR team and therefore did not require this KPI.

Number of disciplinaries and grievances per year. The Committee raised that there was no KPI on number of dignity at work cases per year on the proposed list and also the number of Employment Tribunals as a potential KPI and felt these could be considered.

JT

Number of capability reviews per year. The Committee discussed capability review criteria and whether a target of staff who are performance managed would demonstrate the expectation of good or excellent performance and low tolerance of poor performance. The risk was felt to be that poor performance could be overlooked. The committee are keen to see fit for purpose mechanisms and such a target would demonstrate that issues are addressed.

A further point was made about the number of dismissals per year. Currently the response was that there are none. The Committee sought assurance that poor performance and behaviour are being tackled.

JT

Employee engagement. The Committee discussed the extent to which this should reflect not just engagement, but feedback and actions. It was requested that consideration be given to

JT/GC

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look at KPI for participation levels and degree of positive responses.

The Committee queried whether we need an Equal Pay KPI. Also potential for ratio of BME staff relative to the local population, as part of diversity and equality. The Committee asked if 'gender balance' as set out would be sufficiently nuanced; the importance of recognising that gender is not binary and also how the balance shifts through progressive grade levels. It was agreed that the annual report on this would include these aspects.

JT/JV

Quarterly Indicators:

The Committee discussed the quarterly indicators with discussion around protected characteristics for staff who have completed their disclosure on ITrent.

**ACTION
GC/CC**

The Committee also would wish to see Fire Safety reflected in quarterly reporting. This to include false fire alarms, fire evacuations.

The Committee felt some targets needed dates to state by when it would be achieved. The Committee anticipates that statistics for annual KPI's would be provided quarterly with overall KPI out-turn annually. The Committee agreed that one meeting each year would focus on Key Performance Indicators. The Committee thanked G Crankshaw for the report and appreciated the work which has produced the KPI set and agreed it was a significant step forward.

GH/SH

18.09 ATTENDANCE MANAGEMENT REPORT

N Patton was invited to speak to the report issued with the papers which related to the Absence Statistics for the period 1 August 2017 to 31 October 2017.

N Patton gave an overview of progress and accompanying details. It was noted that short term absence is lower than long term absence; however, absence overall is lower than when compared to the same period for 2016/17. She indicated that the College works hard to enable people to get back to work after absence, and Return To Work (RTW) processes are in place.

As per discussion on the above KPI's item the target for working days lost through sickness absence is now 4%.

The Committee discussed the report and positive suggestions including posters to encourage sedentary staff to move around, or exercises were made. The Healthy Working Lives Initiative

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and Healthy College Group provide classes and information to staff.

The Committee thanked N Patton for the report and suggested that in future capturing trends quarterly and statistics annually could facilitate a slightly less detailed report.

NP

18.10 HEALTH & SAFETY REPORT

C Crawford was invited to speak to the Report issued with the Agenda. C Crawford took the Committee through the Report highlighting the health and safety statistics within the report.

The Committee noted that over the period 1 September 2017 to 30 November 2017 the total number of accidents had decreased and no RIDDOR reporting had been required.

The Committee discussed the report noting First Aid call-outs were quite high and querying if there were underlying reasons for this. The Committee was assured that this is monitored robustly within the College Health & Safety Committee.

ACTION

Commented [SH2]: Again..can't move the text up.

The Committee discussed the route by which near misses were recorded and how this could be improved to facilitate simple reporting and capture better data on this.

CC

The Committee discussed personal evacuation plans, and how these are reported and the nature of reports on each Fire drill or evacuation. These issues are part of the Health & Safety remit, however the Committee felt it would be appropriate to have some sight of this information. The Committee noted that it needs both to be sighted on and to have the assurance that fire safety, drills, and evacuations have robust data capture and mechanisms for improvement if required.

CC

The Committee thanked C Crawford for the report.

18.11 SCOTTISH FUNDING COUNCIL ANNUAL STAFFING RETURN

N Patton was invited to speak to the Report issued with the papers. The Committee noted the report.

The Committee queried the proportion of BME staff which appears to be low compared to the local population. The Committee also noted the increase in staff disclosing a disability and asked what measures are there to assist disclosure. This is addressed by GCC through a disability group, recognising that not everyone is comfortable speaking

NP

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with HR. It was suggested that advertising could be targeted to under- represented groups.

The Committee discussed temporary staff and at what point they might be considered for transfer to continuing contracts.

The Committee noted at this point that the KPI discussed above on level of teaching staff with a TQFE relates only to permanent staff and this report includes all staff.

The Committee discussed challenges around the qualifications offered and take up levels. Staff are encouraged but do not always take up opportunities. A discussion took place around extending the offers to other staff if those initially offered did not pursue the offer.

NP

The Committee thanked N Patton for the report.

ACTION

18.12 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

Equalities discussed and considered throughout.

18.13 REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)

The Committee agreed that Item 18.09 was non-disclosable and all other items were disclosable.

18.14 ANY OTHER BUSINESS

None

DATE OF NEXT MEETING

2 May 2018 at 4.30pm at Langside Campus.