

**MINUTE OF THE MEETING OF THE ORGANISATIONAL DEVELOPMENT  
COMMITTEE HELD ON WEDNESDAY 5 JUNE 2019, THE BOARDROOM,  
LANGSIDE CAMPUS, GLASGOW CLYDE COLLEGE**

**PRESENT:**

S Heidinger	Committee Chair
M Docherty	Committee Member
G Whiteford	Committee Member
F Robinson	Committee Member
J Vincent	Committee Member
G McGuinness	Committee Member
C Walker	Committee Member

**IN ATTENDANCE:**

L McGaw	AP, Human Resources
L Ferries	AP, Human Resources
G Crankshaw	Organisational Development Manager
J Thomson	Vice Principal, Resources & College Development
N Patton	Head of Human Resources
G Murray	Clerk to the Board (Minute Taker)

**19.17 WELCOME AND APOLOGIES**

**ACTION**

The Chair welcomed everyone to the meeting. There were no apologies.

**19.18 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**19.19 MINUTE OF PREVIOUS MEETING: 6 FEBRUARY 2019**

The Minute was accepted as a true and accurate record of the meeting on 6 February 2019.

**19.20 MATTERS ARISING**

18.40 – HIVE have confirmed that they are unable to provide benchmarking data. The College should challenge this with HIVE as the provision of benchmarking data was included in the procurement exercise. The College should still try to benchmark against other organisations.

**LMcG  
LMcG**

19.07 – the Committee requested an update on the next steps following the completion of the Staff Engagement Survey. L McGaw informed the Committee that local action plans were being developed and in some areas these had been established. A full report would be going to SLT at the end of June. The Committee expressed the need to ensure that there was a direct link between the local action plans

**LMcG**

and the survey, visible to staff. The Committee expressed the need for continuous monitoring of the actions.

The College Management agreed to bring a full Report on the Survey, the outcomes, actions and next steps, to the next meeting of the OD Committee.

**LMcG**

19.09 – further benchmarking data had been obtained from SFC on diversity.

The Committee noted the progress on the Matters Arising Action Grid.

## **19.21 REPORT ON JOINT CONSULTATION AND NEGOTIATING COMMITTEE MEETINGS**

The Committee discussed the transfer to permanency. The Committee discussed the lack of a room at Langside for Union meetings. The Committee noted the Report.

## **19.22 ASSISTANT PRINCIPAL HR REPORT**

L McGaw was invited to speak to the Report which had been circulated to the Committee. L McGaw outlined the ongoing Restructure within the College. L McGaw informed the Committee that a potential reduction of 8.34 FTE was outlined in the consultation document. She then provided information as to how this might be achieved.

The Committee discussed the Restructure extensively. The Committee emphasised the requirement for College Management to involve the Board in any discussions which might lead to a need to consider compulsory redundancies. The Committee requested a full report on the proposed restructure following the end of the consultation period. A further discussion would take place between the Committee Chair and the Chair of the Board regarding the most appropriate way for the Board to receive updates and make decisions which were within their remit on further restructuring. The Committee Chair expressed her view that undertaking a staged approach to reshaping could be problematic. J Vincent offered assurance that further plans for restructuring are at a very advanced stage and that all levels of the organisation would be looked at as appropriate. The Committee requested that a risk assessment be carried out regarding the work carried out by the people in the positions which are being reduced through the restructure. The Committee requested that the option of counselling and support be put in place immediately for those affected by the restructure. The Committee requested that an Equality Impact Assessment be carried out in respect of the restructure.

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**LMcG**

L McGaw took the Committee through the rest of the report. The Committee discussed the Harmonisation of Procedures noting that progress had been slow. The Committee

discussed the ongoing industrial action noting the impact of action short of strike and the legitimate withholding of pay when staff are acting in breach of their contract. J Vincent provided an update on the latest pay negotiations informing the Committee that EIS-FELA had opened a consultative ballot on the latest pay offer.

The Committee noted the Equality Impact Assessment on the Voluntary Severance Scheme.

**19.23 GENDER PAY GAP REPORT**

L Ferries was invited to speak to the Report issued with the Agenda. L Ferries took the Committee through the Gender Pay Gap Report which had been published, highlighting the Action Plan on page 15 of the Report.

The Committee discussed the Report. The Committee discussed the action plan and discussion took place around the Living Wage Gap for service contracts. The Committee noted that a People Management Report would be presented to the next meeting of the OD Committee. The Committee noted their disappointment that the Gender Pay Gap had increased to 6% but recognised that an Action Plan had been put in place. Close monitoring of the gender pay gap would be required.

**LM**

*Items 19.24 and 25 were considered together*

**19.24 ATTENDANCE MANAGEMENT REPORT – QUARTER 2**

**19.25 ATTENDANCE MANAGEMENT REPORT – QUARTER 3**

N Patton was invited to speak to the Reports issued with the Agenda. N Patton took the Committee through the Reports outlining the absence statistics.

The Committee discussed the Reports. The Committee requested that consistent terminology is used throughout the Reports. The Committee discussed possible trends in figures across the three campuses. The College Management agreed to look at the statistics across the three campuses and report back to the Committee by exception.

The Committee noted the Report and thanked N Patton for the update.

**NP**

**19.26 ATTENDANCE MANAGEMENT REPORT – WORK RELATED STRESS AND MENTAL HEALTH**

N Patton was invited to speak to the Report issued with the Agenda. N Patton outlined the statistics on Work Related stress Absences and the strategies in place to mitigate the effects and support staff with work related stress.

The Committee discussed the Report, which had been requested at their previous meeting. The Committee

emphasised the importance of addressing the cause rather than only focusing on the symptoms of work related stress. The Report focused on interventions following the emergence of a work related stress issue. It did not confirm how work related stress would be prevented from happening in the first instance. The importance of educating managers in early interventions was discussed. The legal implications of work related stress were discussed, as was the common and complex interrelationships between personal and work related stress. The Committee advised College Management to monitor staff when they return to work following a work related stress absence to ensure support is in place and prevent a repetition. The committee reflected on the financial strains within the College and expressed the importance of leadership and interactions with staff during this time. The Committee observed the increased mental ill health of students will have an impact on front line staff resources. The Committee requested that risk assessments are carried out in relation to the workload of staff under these increasing pressures.

**NP**

**LMcG**

#### **19.27 STAFFING PROFILE REPORT**

N Patton was invited to speak to the Report issued with the Agenda. N Patton outlined the Staffing Profile, highlighting the key statistics.

The Committee discussed the report. The Committee requested that future reports separate the statistics on internal promotions from applicants. The Committee discussed the possibility of the workforce being more reflective of the student population with the Committee recognising the difficulties in this given the large population of ESOL students. The Committee also discussed the importance of having a workforce which was reflective of the make-up of the local community, in the context of ensuring that a workforce with the correct skill set was maintained.

The Committee noted the Report.

#### **19.28 JOB EVALUATION REPORT**

L Ferries was invited to provide an update on the Job Evaluation Scheme for Support Staff. L Ferries outlined the process and timescales for completion.

The Committee discussed the Report. The Committee sought assurances on the checks that are in place to ensure consistency of approach with all staff. L Ferries outlined the sessions which had taken place for line managers as role verifiers along with the various surgeries for staff and managers. The Committee emphasised the need to build in time in the process for quality checking the staff responses.

The committee discussed the potential pay implications of the outcome of the process.  
The Committee noted the update and thanked L Ferries for the Report.

**19.29 Items for Noting**

**KPI REPORT**

The Committee noted that the Health and Safety Quarters are not aligned with the other KPIs. The College Management agreed to align the quarters where possible. The committee discussed the low uptake of the mandatory Health & Safety Induction training and the need to rectify this. The committee requested that a clear message is sent from Management that this is mandatory.  
L McGaw agreed to circulated an updated KPI report when the final quarter statistics are available.  
The Committee noted the KPI Report.

**GC**

**JV  
LMcG**

**19.30 ORGANISATIONAL DEVELOPMENT REPORT**

The Committee noted the Report.

**19.31 HEALTH & SAFETY REPORT**

The Committee discussed the recording of near misses and how this can be made easier for students. The College Management agreed to include a reporting mechanism on the student App.  
The Committee noted the Report.

**19.32 INTERNAL AUDIT**

**Budgetary Control**

The Committee noted the Report

**Systems Development / Implementation**

The Committee noted the Report.

**19.33 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE**

The Committee had considered the EIA on Voluntary Severance. The Committee had requested an EIA following the Consultation on Restructuring.

**19.34 REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)**

Papers to be disclosed as per the coversheet.

**19.35 ANY OTHER BUSINESS**

J Vincent provided an update from the Employers Association meeting which he had attended earlier in the day and outlined earlier in the meeting during the discussion on National Bargaining. J Vincent informed the Committee

that the Chairs and Principals had ratified the offer made to the EIS (and currently subject to a consultative ballot with their members).

**DATE OF NEXT MEETING**

The Committee requested an earlier meeting of the OD Committee than what is currently scheduled (25<sup>th</sup> October 2019). The Clerk will circulate a date.

**GM**