MINUTE OF THE MEETING OF THE ORGANISATIONAL DEVELOPMENT COMMITTEE HELD ON MONDAY 7 OCTOBER 2019, THE BOARDROOM, LANGSIDE CAMPUS, GLASGOW CLYDE COLLEGE

PRESENT:

S Heidinger	Committee Chair
J Vincent	Committee Member (to item 19.45)
G McGuinness	Committee Member
C Walker	Committee Member
A Szilassy	Committee Member

IN ATTENDANCE:

L McGaw	Assistant Principal: Human Resources
G Crankshaw	Organisational Development Manager
J Thomson	Vice Principal: Resources & College Development
N Patton	Head of Human Resources
M Goldie	Executive PA (Minute Taker)

19.36	**WELCOME AND APOLOGIES**	**ACTION**
	The Chair welcomed A Szilassy to her first meeting and C Walker to her 2nd term as Support Staff Member and expressed her thanks to G Whiteford for his contribution to the Committee over the preceding period. Apologies were received from M Docherty and L Ferries.	
	It was requested that the Agenda be amended to place the KPI Report under 'Items for Discussion' rather than 'Noting'.	**MG**
19.37	**DECLARATIONS OF INTEREST**	
	There were no declarations of interest.	
19.38	**MINUTE OF PREVIOUS MEETING: 5 JUNE 2019**	
	The Minute was accepted as a true and accurate record of the meeting on 5 June 2019.	
19.39	**MATTERS ARISING**	
	18.40: HIVE Staff Survey Provider benchmarking – members were advised that the College had spoken to HIVE and colleagues in other colleges surrounding potential for benchmarking staff survey data. It was reported that all surveys use different question sets for the surveys so cannot be directly compared. Additionally, benchmarking was not part of tender requirements for the appointment of HIVE;	

19.07: Staff Engagement Survey full report – members noted the assurance provided that SLT are monitoring local action plans;

19.22: Assistant Principal: HR Report – J Vincent confirmed that the Restructure progress was discussed at the Remuneration Committee on 5/9/19;

19.23: Gender Pay Gap Report – the Annual People Report will be discussed at Agenda Item 19.46;

19.26: Attendance Management Report – Work Related Stress and Mental Health – this item will be discussed at Agenda Item 19.45;

19.29: KPI Report – this will be discussed at Agenda Item 19.49.

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

19.40 **REPORT ON JOINT CONSULTATION AND NEGOTIATING COMMITTEE MEETINGS**
The Committee noted the Report. The following areas were highlighted and discussed:

Review of All Staff Event: J Thomson reported that the event had been attended by around 600 staff. There had been some feedback received raising questions surrounding the costs involved given the current financial climate. J Vincent added that the College would discuss and review the nature of future All Staff Events with substantially less costs involved;

Lecturing Restructure: J Vincent requested that this was entitled 'Academic Management Restructure' in future reports and correspondence;

NP

Stress and Workload Management: members noted that this would be a standing item on future JCNC Agendas.

Items for Discussion

19.41 **ASSISTANT PRINCIPAL HR REPORT**
L McGaw was invited to speak to the Report which had been issued with the Agenda. The following verbal update was noted:

Administration Restructure Consultation: the first proposal had been issued to relevant staff on 14/5/19 and the consultation period ended on 16/8/19. A good level of feedback had been received and considered and a second

proposal was issued on 9/9/19 with a consultation period until 7/10/19. The amended proposal reflected key points raised during the consultation period. The Executive Management Team are scheduled to meet on 9/10/19 to review the further feedback received and it is envisaged that the new structure would be implemented by November 2019. The Chair indicated that the Remuneration Committee had sought and received assurance that all consultation responses received had been carefully considered and that the restructure would be achieved without the requirement for any compulsory redundancies.

National Support Staff Job Evaluation Project: the Committee noted that this was ongoing with a revised deadline of 1/11/19. The process had been very time-consuming for all involved as all job descriptions and related role questionnaires required discussion and agreement. Members noted that potential salary increases as a result of Job Evaluation would be backdated to September 2018.However, there were still key issues to be determined surrounding potential salary reductions and red circling.

Academic Management Restructure: J Vincent indicated that a Restructure Consultation Proposal would be issued to relevant staff following the October break.

HR Procedures: members noted the progress update in Paper Number 19.41A and the associated deadline dates. Discussion took place surrounding the Respect at Work Statement (Bullying and Harassment) and L McGaw proposed that the current Dignity at Work procedure would be replaced with a Respect Statement and a step by step, clear reporting process which would minimise any ambiguity. It was further noted that the Performance Improvement (Capability) Procedure should be completed by November 2019 and that the College had a legacy Cardonald procedure in place at this time but that ACAS guidelines were also followed as appropriate.

The Chair thanked L McGaw for the update provided and progress was noted.

19.42   **EMPLOYEE ENGAGEMENT SURVEY 2018 UPDATE**
L McGaw was invited to speak to the report issued with the Agenda. Members noted the High Level Themes identified in the Survey administered by HIVE in February/March 2018 and the 58% staff response rate.

The Committee were informed that discussions had taken place with HIVE and colleagues in other Colleges as to whether it was possible to benchmark data. The possibility of a new survey being issued by all regional colleges had also been mooted.

C Walker referred to the Action Plan issued with the Agenda and pointed out that, although the document highlighted good practice and showed that feedback from staff had not been lost, the workload and resources involved in preparing and monitoring the document were significant and time consuming.

The Chair concurred that there was a great deal of activity involved in the Action Plan and sought clarification on the monitoring process in place. J Vincent assured the Committee that the Senior Leadership Team monitor activity via the College Action plan and then, in turn, monitor local action plans. The Chair opined that actions should be progressed and monitored by line management rather than Human Resources staff.

LMcG

Discussion took place regarding 'Bullying and Harassment' which a member highlighted had been previously identified as a theme and the requirement for a confidential process for staff to follow. The Chair pointed out that a statutory duty to prevent, rather than react to, bullying and harassment was likely and recommended that the College consider introducing an online portal for confidential reporting, including anonymous reporting, by both staff and students.

LMcG

19.43 **ATTENDANCE MANAGEMENT REPORT – QUARTER 4 (May to July 2019)**
N Patton was invited to speak to the Report issued with the Agenda for the above period. The average and overall absence statistics for both teaching and support staff broken down into short term and long term absence were outlined.

The Committee noted disappointment at the increase in the overall absence rate in comparison to the same period last year and thanked N Patton for the update.

19.44 **ANNUAL ATTENDANCE MANAGEMENT REPORT FOR YEAR END 2018/19**
N Patton was invited to speak to the Report issued with the Agenda for the above period. It was noted that the College had an average of 8.22 days of absence per employee in comparison to the average public sector employee absence

figure of 8.4 days. The average absence for 2018/19 was 4.59% overall. L McGaw pointed out that restructuring activity can have an impact on health and that this would be closely monitored. Additionally, she advised that the new Attendance Management Procedure would be launched in November 2019 resulting in improved absence recording and follow-up support.

C Walker sought and received clarification that lecturing staff who are covered by a medical certificate for illness during the summer break are included in statistics.

The Committee noted the increase in the average absence in comparison to 2017/18 detailed in the Report and thanked N Patton for the update. The Committee agreed with the Recommendation in the Report that the Absence Management target figure should be 4% for Academic Year 2019/20.

The Chair concluded that a reduction in the number of days lost from work related stress should be a target and stressed the importance of an early intervention process in relation to this. It was agreed that a separate Work-Related Stress KPI would be added to the KPI Report for monitoring.

LMcG

19.45 ATTENDANCE MANAGEMENT REPORT – WORK RELATED STRESS AND MENTAL HEALTH

N Patton was invited to speak to the Report issued with the Agenda which outlined the College's proposals for a more proactive and preventative approach to managing work-related stress. The Chair indicated that, whilst she commended the current and potential further developments detailed in the Report, the College could potentially introduce a 'Pledge' which could serve as an early intervention route through which staff would feel they could come forward. The key to early intervention was conversation between post holders and their line managers with associated follow up action. It was also suggested that the College could facilitate voluntary groups/forums to staff affected by stress to encourage conversations. J Vincent requested that advice should be sought from mental health colleagues in the first instance.

NP

J Vincent left the meeting

19.46 ANNUAL PEOPLE REPORT 2018/19

L McGaw was invited to speak to the Report issued with the Agenda. Members noted the list of Draft Contents and agreed that a people-centred Report would be welcomed by

staff. C Walker proposed that positive statistics which highlighted new policies and Work-Life Balance opportunities should also be included to promote 'Employer of Choice' aspects.

The Committee noted and commended the plan to prepare this Report.

19.47 ORGANISATIONAL DEVELOPMENT REPORT

G Crankshaw was invited to speak to the Report issued with the Agenda. The following activities were highlighted:

College Values: a Senior Leadership Team workshop to discuss the competencies and behaviours which demonstrate the College Values and form the basis of the Leadership Programme was scheduled for 21/10/19. Further workshops with Managers would take place in November 2019;

Personal Development Plans: the response rate for this year had been low mainly as a result of Job Evaluation and Restructuring processes happening at the same time;

Induction Process: the new online induction programme was almost complete and two successful face to face Welcome Days for new starts had already taken place with HR and Health & Safety participation;

General Teaching Council Scotland (GTCS): the College's PDP process had now been approved as validated by GTCS;

Professional Development Sponsorship: 36 applications had been received from staff to embark on a further or higher education qualification this year. However, these are currently on hold awaiting funding;

Teaching Pathway: this formed part of the induction for new start lecturers and was formerly referred to as the Foundation Programme. Whilst recognising the benefits of the Teaching Pathway, the Chair enquired if the College had a portfolio of suitable CPD opportunities for other staff categories available. G Crankshaw informed the Committee that specific job related requests are accommodated on an individual basis and that CPD days are offered. Furthermore, it was noted that there was also scope for joint regional CPD training. The Chair suggested that the scope and scale of learning and development

LMcG

opportunities for staff could be included in the Annual People Report;

Developing Learning and Teaching: in response to a query on the timeframe for this, it was noted that this Programme for Lecturers had been running for the past 3 years;

C Walker acknowledged the significance of the training opportunities available to Lecturing staff. However, suggested that support staff line managers should also be looking at the opportunities to help staff to develop. L McGaw pointed out that the Leadership Programme supports the framework to allow staff to develop and the College encourages participation in Personal Development Planning to identify training and development needs.

The Committee noted and thanked G Crankshaw for the comprehensive update and progress reported.

19.48   **HEALTH AND SAFETY REPORT**
G Crankshaw was invited to speak to the Report issued with the Agenda. The following activity was noted:

The Royal Society for the Prevention of Accidents (RoSPA): the College had been awarded Gold Medal status for the second year running which is awarded only after five years of achieving Gold level;

Internal Audit: the Committee received assurance that the recommendation in respect of Health & Safety Online Induction completion rates had been addressed, and that a stronger escalation process had been put in place;

Recording of Statistics: the online system for recording Health & Safety statistics would be tested on 8/10/19, launched in November 2019 and training would be provided. G Crankshaw advised that line managers would receive relevant notifications via the online system.

In conclusion, the Chair suggested that there should be a culture of shared ownership of safety, and that the introduction of Health & Safety moments as standard at Executive Management Team and Board of Management meetings should be considered.   **JV**

The Committee noted the update and thanked G Crankshaw for the Report.

19.49 KPI REPORT

L McGaw was invited to speak to the Report issued with the Agenda. Discussion surrounding the inclusion of evening and commercial staff in the mainstream reporting of Health & Safety Online Induction Completion KPI statistics took place and it was suggested that these might be identified in future reports with an asterisk.

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The following amendments to the Report were agreed:

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- Number of Dismissals to be updated;
- Work-Related Stress to be included as a separate KPI;
- Near Misses KPI to be included;
- Health & Safety Online Induction Completion Rate to be closely monitored to ensure 100% completion;
- Permanent Staff Voluntary Turnover target to be considered with a potential target to be suggested;
- Capability Reviews target to be reviewed.

The Chair thanked L McGaw for the Report and the Committee for the useful discussion.

Items for Noting

19.50 INTERNAL AUDIT
Health and Safety

The Committee noted the Health and Safety Internal Audit Report and the reassurances provided by the College in respect of Health & Safety Induction completion rates.

19.51 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

An Equality Impact Assessment would be required for the Restructure Exercise.

19.52 REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)

Papers to be disclosed as per the coversheet. Employment engagement survey should be Non-disclosable, Health & Safety report could be published with redactions.

19.53 ANY OTHER BUSINESS

Voluntary Severance: concern was expressed regarding the format of the current package offered which contains the obligation for support staff packages to have pension strain costs included. C Walker emphasised that the College had

an ageing profile and this would discourage older staff from the Scheme.

L McGaw clarified that the Voluntary Severance Scheme had been approved by the Scottish Funding Council and the Glasgow Colleges' Regional Board. J Thomson added that the pension scheme rules on compulsory early retirement charges varied between the support and teaching staff schemes and this was, therefore, outwith the Colleges immediate control.

DATE OF NEXT MEETING
The next meeting will take place on Wednesday 15 January 2020, Boardroom, Langside Campus.