

The next meeting of the Organisational Development Committee will be held on **Wednesday 15 January 2020 at 4.30 pm** in the Boardroom, Langside Campus.

A G E N D A

20.01	Welcome and Apologies		S Heidinger
20.02	Declarations of Interest		S Heidinger

Minutes of Previous Meeting

20.03	Minutes of Previous Meeting –7 Oct 2019	P	S Heidinger
20.04	Matters Arising – Action Grid	P	S Heidinger
20.05	Notes of Support and Teaching JCNC Meeting	P	S Heidinger

Items for Discussion

20.06	Assistant Principal HR Report	P	L McGaw
20.07	Attendance Management Report August to October 2019- Quarter One	P	N Patton
20.08	Annual People Report 18/19	P	L McGaw
20.09	Organisational Development Report	P	G Crankshaw
20.10	Health and Safety Report	P	G Crankshaw
20.11	KPI Report	P	L McGaw

Continual Improvement

20.12	Equalities Impact Assessment on Decisions Made		S Heidinger
20.13	Review of Papers (Including disclosable status)		S Heidinger
20.14	Any Other Business		S Heidinger

Date of Next Meeting: 29 April 2020, Langside Boardroom

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting	15 January 2020
Paper Title	Assistant Principal, Human Resources Report
Agenda Item	20.06
Responsible Officer	Lorraine McGaw, Assistant Principal, Human Resources
Status	Disclosable
Action	For Discussion

1 INTRODUCTION

The purpose of this report is to provide an update to the Organisational Development Committee on the type of activity that has been happening within the Human Resources and Organisational Development function since the last Committee meeting, and which are not covered within other Organisational Development Committee papers.

2 ADMINISTRATION RESTRUCTURE CONSULTATION

On 14 May 2019, the College set out proposals to restructure the Administrative functions within Faculty Administration, MIS, Quality and Executive Support. The proposals aimed to deliver improved services for students and stakeholders, enhanced access to management information as well as reducing staff costs to assist the College to achieve a financially sustainable position for the future.

A final structure document was issued to staff on 7 November 2019 and discussions with UNISON and GMB have been taking place throughout November and December to finalise the implementation of the new structure.

The new Executive Support Structure was fully implemented on 1 November 2019 with the 3 displaced staff being redeployed into new roles. One member of staff has joined the Commercial Development Team and two have joined Human Resources.

The MIS and Admissions structure is now fully in place and operational.

In order to populate the new Curriculum Support structure a number of things had to be in place:

- The new role of Curriculum Support Officer was advertised and ring-fenced to the Faculty Administrator pool. This post was appointed at the end of December 2019;

- Voluntary severance applications were accepted from 4.4 FTE across the administration functions. Of the applications accepted 2.4 FTE left the organisation by 31 December 2019, with a further 1 FTE leaving in January 2020 and the remaining 1 FTE leaving in March 2020;
- One member of staff from Faculty Administration voluntarily moved to the Student Support Services Team.

As part of the implementation of the new structure the Assistant Principal Quality and Performance will establish a working group to ensure that the new Curriculum Support roles are fully understood and are consistently implemented. This working group will consist of representation from Curriculum Support roles, the MIS function and Union representation.

3 ACADEMIC MANAGEMENT RESTRUCTURE

The Academic Management restructure consultation started on Friday 15 November 2019. A meeting was held with the College EIS representatives and a closing date for the first phase of the consultation was set as 12 December 2019. Following the launch of the consultation, a number of consultation meetings for those directly affected by the proposal were set-up and attended by staff.

Following a request by the EIS representatives to extend the consultation deadline, it was agreed to provide an extension to 10 January 2020.

It is anticipated that once the consultation responses have been reviewed, amendments will be made to the original proposal and then a second phase of consultation will take place. Dates for the second stage of the consultation process have still to be agreed.

A voluntary severance scheme has now been made available to those members of staff directly affected by the proposal (Heads of Curriculum and Senior Lecturers). Initial expressions of interest have been requested by 17 January 2020.

4 NATIONAL SUPPORT STAFF JOB EVALUATION PROJECT

The College has been participating in the national support staff job evaluation exercise, and as at 6 January 2020, we have submitted 82% of our 'in scope' role questionnaires. Of our 19 posts that are outstanding, the majority are posts across the three campuses which have numerous post holders. We are working closely with those post holders and their Managers to support them to complete during early January. Colleges Scotland have recently advised that across Scotland they have c. 90% of role questionnaires completed. On the 6 January 2020, they commenced live job evaluation and they have 16 trained role analysts working across 8 Colleges. Glasgow Clyde College will

be notified when they wish to commence the College's role evaluations, and they have indicated that they will not necessarily require us to be 100% complete before commencing the process. We are anticipating that once they go live with our evaluations, there will be liaison required between the analysts and HR to deal with any job related queries.

5 HR PROCEDURES UPDATE

Attached in Appendix 1 is the progress report on HR procedures. The report has been split as follows:

- Procedures complete and published;
- Procedures currently being reviewed in line with college annual review process;
- Procedures drafted and awaiting feedback;
- Procedures covered by National Bargaining;
- Procedures currently being drafted.

6 EMPLOYEE ENGAGEMENT SURVEY PROPOSAL

The College undertook an employment engagement survey in 2018. The survey focussed on 3 key areas:

- Health and Wellbeing;
- Job Satisfaction;
- Leadership, management and change.

We are now planning our proposed staff survey cycle for 2020-22. The proposal at the moment is as follows:

Date	Topics
February 2020	<ul style="list-style-type: none"> ▪ Learning & Development ▪ Reward & Recognition
August 2020	College Direction and Values
February 2021	Full staff Engagement Survey
August 2021	Focussed pulse survey (topics to be agreed)
February 2022	Focussed pulse survey (topics to be agreed)

7 RISK ANALYSIS

There are no specific risks associated with this paper however there is challenging process in taking the staff restructures forward.

8 LEGAL IMPLICATIONS

There are no legal implications associated with this paper.

9 FINANCIAL IMPLICATIONS

There are financial implications in taking forward the two restructures summarised above. There has been a cost of 4.4 FTE voluntary severances associated with the Administration restructure (circa £78k), although this was achieved at a lower cost than had been in the 19/20 budget and there was a net saving overall after allowing for the later leaving dates of staff than had been assumed in the budget. There will be a further cost of voluntary severance associated with the Academic Management restructure (approximately 14 FTE).

10 REGIONAL OUTCOME AGREEMENT IMPLICATIONS

N/A

11 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

An Equality Impact Assessment of Administration restructure proposal has been undertaken. An Equality Impact Assessment has also been undertaken on the proposed Academic Management restructure.

REVIEW AND STANDARDISATION OF HR PROCEDURES

Procedures Complete and Published

Procedures Title	Lead Officer
Alcohol, drugs and substance misuse	Nicole Patton
Agency Worker Regulations	Nicole Patton
Adverse Weather	Nicole Patton
Dealing with Anonymous Communications regarding members of the workforce	Lorraine McGaw
Disclosure Scotland (PVG)	Nicole Patton
Fixed Term Contracts	Nicole Patton
Organisational Change	Lorraine McGaw
Probation/Progression	Nicole Patton
Relocation Expenses	Nicole Patton
Secondment and Step-up	Nicole Patton
Smoking	Gillian Crankshaw
Travel Allowance	Nicole Patton
Voluntary Severance	Lorraine McGaw

Normal Annual Review

Procedures Title	Sections for inclusion	Lead Officer	Progress
Work-Life Balance	<ul style="list-style-type: none"> • Job Share • Flexible Working • Career Break • Carers at work • Childcare Vouchers • Cycle to Work • Home working • Phased Retirement 	Nicole Patton	Annual review complete and due to be re-published January 2020
Social Networking			Replaced with College Acceptable Use Policy

Drafted awaiting feedback

Procedures Title	Sections for inclusion	Lead Officer	Progress
Conflicts of Interest and Personal Relationships		Lorraine McGaw	Draft complete and waiting for EMT sign-off
Managing Health and Absence	<ul style="list-style-type: none"> • Ill Health • Guidance for Managers • Guidelines for Employees • Unauthorised Absence • Frequent/intermittent Absence • Fit Notes • Return to Work 	Nicole Patton	New procedure written and passed to Trade Unions for comment. No comments received from UNISON or GMB

	• OH Referral		
Redundancy		Nicole Patton	Procedure drafted

National Bargaining

Policy Title	Sections for inclusion	Lead Officer	Progress
Discipline		Nicole Patton	N/A
Grievance		Nicole Patton	N/A
Job Evaluation/Grading Reviews		Nicole Patton	N/A
Leave and Holidays	<ul style="list-style-type: none"> • Adoption • Bereavement • Emergency • Leave of Absence • Maternity • Paternity • Paternity Leave when adopting • Shared Parental Leave • Holiday • Career Break • Jury Service • Fertility Treatment • Foster Carers • Surrogacy 	Nicole Patton	N/A

Currently being drafted

Procedures Title	Sections for inclusion	Lead Officer	Progress
Recruitment and Selection		Nicole Patton	Delayed –due to iTrent System Strategic Review
Respect at Work (Bullying and Harassment)		Nicole Patton	First draft complete
Performance Improvement (Capability)	<ul style="list-style-type: none"> • Performance Capability • Ill Health Capability 	Nicole Patton	First draft complete

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting	15 January 2020
Paper Title	Annual People Report
Agenda Item	20.08
Responsible Officer	Lorraine McGaw/Lindsey Ferries, Assistant Principal: Human Resources
Status	Disclosable
Action	For Discussion

1 INTRODUCTION

- 1.1 At the last OD Committee it was agreed that an Annual People Report would be produced for 2018/2019 which would contain staffing data about our workforce and showcase the work that has been done to support the investment in our people.

2 CURRENT STATUS

- 2.1 The Report has been developed and we are currently working with Marketing and our graphic designers to produce the final version. A hard copy will be handed out at the meeting. We envisage a wide audience for the Report including the Board, staff and our stakeholders and would also intend to publish on the College intranet.

3 RISK ANALYSIS

- 3.1 There are no risks associated with this paper.

4 LEGAL IMPLICATIONS

- 4.1 None.

5 FINANCIAL IMPLICATIONS

- 5.1 There may be some expenditure required to produce the Report in a professional format.

6 REGIONAL OUTCOME AGREEMENT IMPLICATIONS

- 6.1 N/A

7 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

- 7.1 N/A

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting	15 January 2020
Paper Title	Organisational Development Report
Agenda Item	20.09
Responsible Officer	Gillian Crankshaw, Organisational Development Manager
Status	Disclosable
Action	For Discussion

1 INTRODUCTION

- 1.1 This report provides details of some of the activities of the Organisational Development team in respect of Staff Development since our last report to the Committee in October 2019.

2 LEARNING AND TEACHING PATHWAY

- 2.1 As noted in our paper in October 2019, the Organisational Development Team work with the Teaching Fellows on recruiting and supporting staff through a four-stage professional pathway. An update on the progress of each stage is provided below.

2.2 Stage 1 - Classroom Essentials

- 2.2.1 The Classroom Essentials programme for 2019/20 is running as follows:

Block 1 - 21 staff have completed Classroom Essentials

Block 2 - 36 places are on offer

Block 3 - 36 places are on offer

2.3 Stage 2 - Professional Development Award (PDA)

- 2.3.1 In 2019/2020 we have 25 members of staff participating in the PDA which is an SCQF level 9 qualification.

2.4 Stage 3 - Teaching Qualification in Further Education (TQFE)

- 2.4.1 The College have 11 members of teaching staff undertaking the TQFE qualification in 2019/20. In addition to this we have 2 members of staff who have previously deferred the qualification and 3 who are self-funding and receiving College Teaching Fellow support for their studies.

2.4.2 The Organisational Development team are currently reviewing the TQFE offering including:

- the method of candidate selection;
- the current distance learning offering;
- the level of support offered by the College to candidates;
- if the TQFE learning is successfully being transferred into the classroom.

2.4.3 In November 2019 the Organisational Development team ran a focus group with TQFE staff candidates from 2017/18 & 2018/19 which provided an insight into the candidate experience.

2.4.4 Some of the key positives candidates have taken from the TQFE experience include:

- Becoming a better Lecturer;
- Reassurance that their teaching was accurate as they had never been observed in their teaching before;
- More confidence in doing their job and doing things their own way;
- Increase in their confidence with peers;
- Has helped to build other skill sets;
- Felt valued as an employee at getting the opportunity to complete TQFE;
- Completing the PDA prior to TQFE definitely helped;
- Has helped in relating to their students – by being a student themselves;
- Reading for TQFE has helped to develop new course materials.

2.4.5 Some of the areas of requiring improvement include:

- Late notice from the College of eligibility to participate;
- University of Dundee application process was difficult, leaving some candidates unable to start the qualification on time;
- Academic writing is challenging if you haven't experienced it before or completed formal study.

2.4.6 All participants in the focus group felt supported by their Managers and College Teaching Fellows. Some of the attendees didn't utilise the Teaching Fellows support, which was due to their own learning style and not a reflection on the Teaching Fellows.

2.4.7 The Distance Learning model was effective and candidates felt that their learning experience didn't suffer due to the learning being online.

2.4.8 This information, along with the rest of the analysis, will be presented to the Senior Leadership Team with recommendations for the programme in 2020/21.

2.4.9 The sector procurement body Advanced Procurement in Universities and Colleges (APUC) are currently working on a TQFE tender on behalf of the sector and have asked for volunteers to be involved in the process. Our Learning and Development Officer has volunteered to participate to ensure Glasgow Clyde College is well represented in this project.

2.5 **Stage 4 - Developing Learning and Teaching**

2.5.1 The Developing Learning and Teaching programme which is the final stage in the Teaching Pathway is running this year as follows:

Block 1 - 11 staff have completed the course

Block 2 - 11 staff currently attending

Block 3 - 12 places will be available

3 **STAFF LEARNING DAYS**

3.1 The Staff Learning Days are training and development events for all staff at Glasgow Clyde College. The events are designed to give staff a dedicated time to gain new skills and knowledge during June and August when teaching has ended. Three days of all staff training were held on CPD Events which were held on 12 and 13 June 2019 and 14 August 2019.

3.2 A report detailing the feedback, evaluation and recommendations from the Glasgow Clyde College CPD Events was developed and the key outputs are summarised below.

3.3 **Training Sessions**

3.3.1 To ensure that the content of the programme was relevant to staff needs, the Organisational Development team took the following actions:

- utilised the data from the 2019 Staff Personal Development Plans;
- utilised the feedback from previous CPD event evaluation;
- gathered input from the E-Learning team;
- gained feedback from the Senior Leadership Team.

3.3.2 In order to reduce costs, the team looked for internal resource to facilitate the sessions. Internal expertise was utilised to deliver the following sessions:

- Basic Life Support Training
- British Sign Language Taster
- Clickview Training
- Course Manager and MIS for Senior Lecturers
- Creative Tools for Teaching
- Deaf Awareness
- Dyslexia

- An Introduction to Myers Briggs
- Office 365 Information Sessions

3.3.3 There were 73 sessions arranged over the three Learning Days across the 3 campuses.

3.4 Attendance Figures

3.4.1 The team monitored attendance figures to allow analysis of the level of utilisation which measured the number of session places booked compared to the number of places attended. By analysing this, it allows the team to make sure that it can address any barriers to staff attending training.

3.4.2

	June	Aug
Session Places Booked	570	216
Session Places Attended	453	210
% Utilisation	79%	97%

3.4.3 Feedback was sought on non-attendance at booked sessions and the majority of staff who responded stated that they were unable to attend due to work commitments. To address this, we are highlighting to Managers the need to support and encourage staff to attend and participate in sessions that they have booked.

3.5 Staff Feedback

3.5.1 Feedback was also collected from the staff post the CPD event. This feedback was gathered anonymously and focussed the attendee on providing an honest assessment of the event and their suggestions for future development days.

3.5.2 The results show a generally positive level of feedback on the content, organisation and satisfaction levels from attendees of the event with 61.15% (June) and 63.22% (August) of survey respondents stating that they were very/satisfied with the programme. The Organisational Development team will further investigate the scores showing less satisfaction.

3.6 Planning for Future Events

3.6.1 The College are launching a new Virtual Learning Environment (VLE) in 2020/2021 and the development work on this, through the GCEF funded Delivering Excellence in Learning Teaching and Assessment (DELTA) project, is being undertaken this year. The Organisational Development Manager is on the project steering group to contribute and ensure there are suitable plans in the area of staff training.

- 3.6.2 It has been agreed that one of the themes for the CPD days in June 2020 will be IT skills to ensure our staff can interact and make the best use of the VLE and other digital resources to provide the best possible learning environment for our students.
- 3.6.3 ICT skills are critically important for the vast majority of workers as basic digital literacy skills are now required in most jobs.
- 3.6.4 ICT baseline assessments for all staff to measure the level of digital skills and help identify strengths and areas for development for individuals and the College will be implemented. A number of suppliers of digital skills assessments are currently being researched to identify the best option for the College.
- 3.6.5 Technology has been identified as the theme for the Staff Learning Days in June and Microsoft Academy, along with other providers, is being considered as the online learning platform for all college staff.
- 3.6.6 The other theme will be in support of the College Values with each offering selected to directly link to one or more of the values.

3.7 Top subjects requested for future events

- 3.7.1 As part of the feedback from staff, the following subject areas have been requested for future events and many of these fit into the themes identified and noted above.
- Smartboard
 - First Aid
 - VLE Training
 - Mental Health Awareness
 - Social Media Training
 - Microsoft Training, including Excel, Word, PowerPoint
 - Developing Teaching Skills/Practice
 - Team Building

4 COLLEGE VALUES

- 4.1 The Organisational Development Team held a workshop with the Senior Leadership Team (SLT) which consisted of two parts. Half the session was focussed on embedding the College Values and the second half of the session was to discuss the leadership behaviours and competencies required to model the values.
- 4.2 There were some outcomes from the session in relation to actions for SLT that will be taken forward in another workshop facilitated by Organisational Development in January.

- 4.3 The work carried out in the session in respect of leadership competencies will inform the College's Leadership Framework. The Framework and supporting programme will be presented to the Executive Management Team (EMT) and the SLT in February with a view to launch in March/April. The launch date will be dependent on the new academic management structure being in place.
- 4.4 All Departmental Managers and Heads of Curriculum/Unit attended one of 2 sessions facilitated by Organisational Development in December to discuss the values and learn some techniques for beginning discussions within their teams to start to embed the values in their work.
- 4.5 The managers have been advised they should hold sessions with their staff before the end of February with as many as possible taking place before the end of January.
- 4.6 The team have met with the Marketing Team to discuss strategies for other work to be undertaken to further embed the values including pop up messages on PCs and how to ensure the values are at the forefront of people's minds when making decisions in meetings.

5 INTRANET

The Organisational Development team have been leading the development of a new staff intranet and this was presented to EMT, and SLT in December. The date for launch of the new intranet is 1 February 2020.

6 RISK ANALYSIS

There are no risks associated with this paper.

7 LEGAL IMPLICATIONS

There are no legal implications associated with this paper.

8 FINANCIAL IMPLICATIONS

There are no financial implications associated with this paper.

9 REGIONAL OUTCOME AGREEMENT IMPLICATIONS

N/A

10 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting	15 January 2020
Paper Title	Health and Safety Report
Agenda Item	20.10
Paper Numbers	20.10A, 20.10B and 20.10C
Responsible Officer	Gillian Crankshaw, Organisational Development Manager
Status	Disclosable
Action	For Discussion

1 INTRODUCTION

- 1.1 This report covers activity undertaken by the Organisational Development team in relation to Health & Safety from August 2019.

2 HEALTH AND SAFETY REVIEW

- 2.1 Currently a total of 31 Policies, Procedures and Guidelines sit with the Health and Safety team. These are all under a full review, along with a training programme to support the implementation of the updated documentation. The majority of training is being delivered internally by the Health and Safety team.
- 2.2 The team have now finalised 9 of the aforementioned documents, the training for which commenced in late November.
- 2.3 A further 7 procedures are currently with the College Health and Safety Union representatives for feedback.
- 2.4 The majority of the remaining documents and the associated training is on track for being implemented by the end of April 2020.

3 AUDIT UPDATE

- 3.1 As reported at the October 2019 meeting there were 6 recommendations from the internal audit carried out by Henderson Loggie. All actions have been completed other than the introduction of the new Accident/Incident/ Near Miss and Hazard Observation (AINMHO) system as the testing of this uncovered some issues which the Systems Development Team are working on. The system will now go live in January 2020 with training and promotion in December and January.
- 3.2 Along with the launch of the new AINMHO system we will be delivering training to line managers on Accident Investigation.

4 STATISTICS

4.1 Accident Statistics

4.1.1 1 August 2019 – 31 October 2019

The accident statistics from 1 August 2019 to 31 October 2019 are attached (Appendix 1). The comparisons made for 2018/19 are against the 3 month period September to November 2018 which was the equivalent to quarter one for that year given the slight change to the reporting year.

4.1.1.1 The total number of accidents/incidents reported in the quarter one period was 30. In the comparison period September to November 2018, the total number of accidents/incidents reported was 35.

4.1.1.2 Over the period August to October 2019 there were no accidents reported to the Health and Safety Executive on a RIDDOR basis (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013).

4.1.1.3 The highest category of accidents was slip/trip & falls where there 10 between 1st August and 31 October 2019. For the comparison period September to November 2018, the highest category was machinery tool cuts with 14 recorded incidents.

4.1.1.4 Recent investigation into the root cause of cuts has indicated that we may be able to introduce cut proof gloves for students in the Schools of Engineering and Joinery which could significantly reduce these incidents. Discussions are taking place with Heads of Curriculum to decide on the viability of introducing this as part of student Personal and Protective Equipment (PPE). However given the nature of some of the courses and the student work being undertaken, a residual element of minor injury is still likely.

4.1.1.5 Over the period 1 August 2019 – 31 October 2019, 6 accidents required hospital attention.

4.2 First Aid Call Outs

4.2.1 Over the period 1 August 2019 – 31 October 2019 the College First Aiders attended 68 calls. Of these calls 30 were accidents, which are recorded in the accident statistics. Details of first aid call outs are attached (Appendix 2). For the similar period last year, the first aiders attended 69 call outs of which 35 were recorded accidents.

4.3 Near Miss Reports

- 4.3.1 The total number of near misses reported in the period 1 August 2019 – 31 October 2019 was 3 (which are attached in Appendix 3). For the comparison period September to November 2018, the number of near misses reported was zero. We have been promoting the need for near miss reporting through posters and discussions with teams and will continue to promote it through the launch of the online reporting system.

5 OCCUPATIONAL HEALTH SURVEILLANCE

- 5.1 The team have been in discussion with Heads of Curriculum and the Occupational Health Doctor in respect of managing the level of Occupational Health Surveillance carried out by the College.
- 5.2 The College's intention would be to continue face to face consultations for baseline tests, however, where appropriate to introduce various levels of testing commencing with questionnaires and including an escalation process for staff who require a consultation with a medical professional.
- 5.3 The aim of this proposed change is to reduce the number of staff requiring to attend clinics in an effort to increase engagement with surveillance. Also ultimately this would have the added benefit of reducing the cost of our surveillance.

6 SERVICE DESK PROVISION

From 1 August 2019 – 31 October 2019, 62 requests have been logged on the Health and Safety Service Desk. Of these requests 56 have been closed and 6 requests are currently active. The highest volume of requests was to carry out Personal Emergency Evacuation Plans for individuals (PEEP's).

7 RISK ANALYSIS

There are no risks associated with this paper

8 LEGAL IMPLICATIONS

There are no significant legal implications associated with this paper and its contents.

9 FINANCIAL IMPLICATIONS

The financial implications for the Organisational Development team in respect of Health and Safety this year come from staff time for delivery of training.

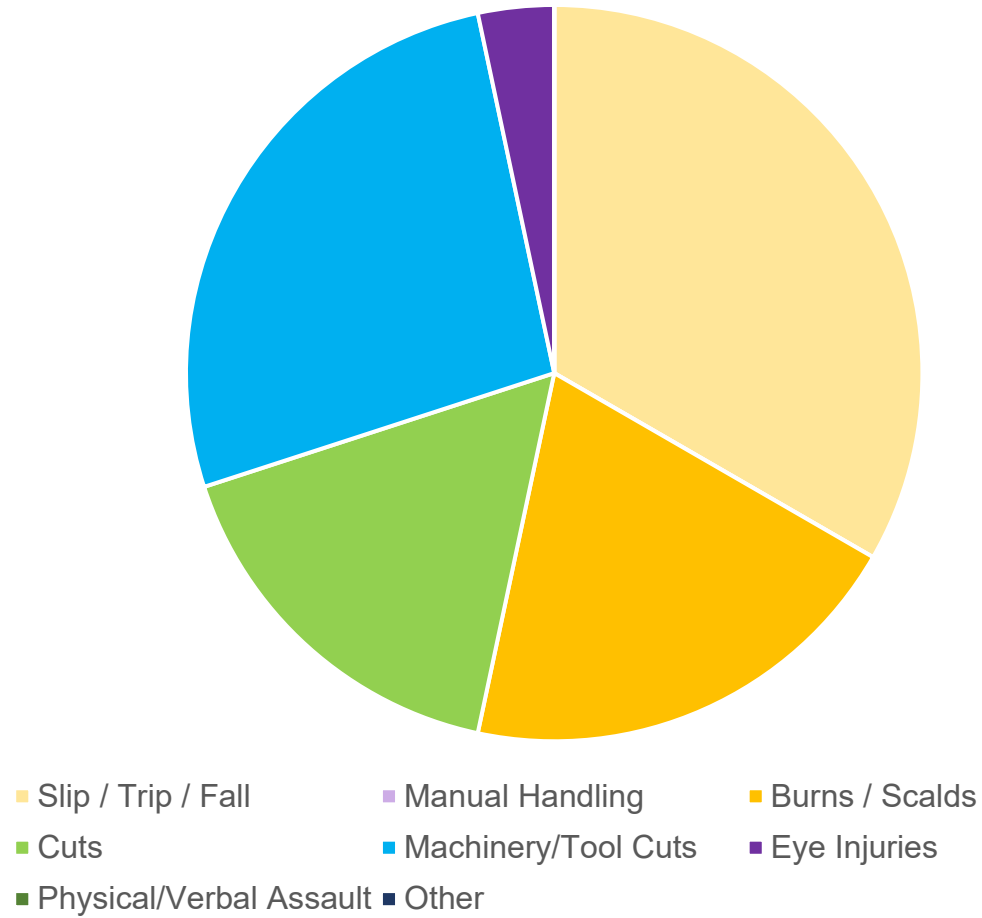
10 REGIONAL OUTCOME AGREEMENT IMPLICATIONS

N/A

11 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

Equality Impact Assessments will be undertaken for each new Health and Safety procedure being developed.

Accident Category



ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting	15 January 2020
Paper Title	KPI Report
Agenda Item	20.11
Paper Number	20.11A
Responsible Officer	Lorraine McGaw, Assistant Principal Human Resources
Status	Disclosable
Action	For Discussion

1 REPORT PURPOSE

- 1.1 The attached paper provides an update on the Key Performance Indicators for the first quarter of 2019/20, which are either reported for each quarter or for the full year based on the individual KPI and how it is monitored and reported. For data protection purposes, the Committee are asked to support the recommendation that the Human Resources Management KPIs are non disclosable.

2 KEY PERFORMANCE INDICATORS

2.1 Occupational Health Surveillance

Our Occupational Health provider, Integral were unable to offer appointments until January 2020. These appointments have now been scheduled and an update on this KPI will be available at the next meeting

2.2 Health and Safety On Line Induction Completion Rates

In October 2019, we increased the escalation process where there was non-compliance in order to improve completion rates. The College continue to monitor this closely with reminders sent and anticipate an increase in completion rates in the second quarter.

2.3 Number of Accidents Reported

The team continue to work with staff and the Students Association to ensure that everyone is aware of how to report an accident.

2.4 Staff On Line Induction Completion Rates

We continue to encourage staff with management involvement to complete the general on line induction within acceptable timeframes.

2.5 Working Days lost through Sickness Absence

The figure for working days lost through sickness absence for quarter 1 is 4.95% this is a 0.56% increase on the same period last year which was a figure of 4.39%. The Human Resources team continue to work with line managers and staff to facilitate early returns to work where possible.

2.6 Working days lost to work related stress

This KPI has been added for 2018/19 at the request of the Organisational Development Committee. A target figure has not yet been set.

2.7 Protected Characteristic Reporting Data

This figure remains unavailable at this time.

2.8 % Permanent Staff Turnover

The Committee asked for the target figure to be set at 5% for this KPI and this has been actioned. The turnover figure is 4.66% in the first quarter.

3 RISK ANALYSIS

There are no specific risks associated with this paper.

4 LEGAL IMPLICATIONS

There are no specific legal implications associated with this paper.

5 FINANCIAL IMPLICATIONS

There are no specific financial implications associated with this paper.

6 REGIONAL OUTCOME AGREEMENT IMPLICATIONS

There are no specific Regional Outcome Agreement implications associated with this paper.

7 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

Key Performance Indicator	Reporting	Target	2017/18	2018/19	2019/20 Quarter 1	2019/20 Quarter 2	2019/20 Quarter 3	2019/20 Quarter 4
HEALTH AND WELLBEING								
Occupational health surveillance baseline test completion for at risk areas	Quarterly	100% actioned within 2 months of start date	30%	54%	(*1) 0%			
Participation rate of staff in Healthy College events	Annually	All staff participation	321 (sessions)	(*2) 106				
HEALTH AND SAFETY								
Health and Safety induction completion rates	Quarterly	100% within 1 month	71%	30%	(*3) 30%			
Number of Near Misses Reported	Quarterly	Increase awareness of reporting	N/A	N/A	3			
Number of Accidents Reported	Quarterly	Increase awareness and reporting	84	97	30			
DEVELOPMENT AND TRAINING								
Staff induction completion rates	Quarterly	100% within 2 months	61%		(*4) 13%			
% of probationary/progress reviews completed at 3 months	Annually	100%	90%	72%				
% of probationary/progress reviews completed at 6 months	Annually	100%	49%	88%				
% of successful probationary/progress reviews	Annually	95%	49%	88%				
Support Staff PDP completion rate (%)	Annually	95%	N/A	22%				
Average days training/CPD uptake per employee	Annually	3 days per staff member	Data Unavailable	Data Unavailable				
Level of permanent teaching staff with TQFE	Annually	90%	79%	74%				
Lecturing staff PDP completion rate	Annually	95%	N/A	24%				
SICKNESS ABSENCE								
Working days lost through sickness absence	Quarterly	4%	3.65%	4.59%	4.95%			
Working days lost to work related stress	Quarterly	TBC	N/A	N/A	13%			
STAFF DIVERSITY PROFILES								
Protected characteristic data recorded	Quarterly	85%	TBC	TBC	TBC			
Equal Pay (Gender Pay Gap)	Annually	Less than 5.0%	5.77%	6.00%				
RECRUITMENT AND RETENTION								
% Permanent staff voluntary turnover	Quarterly	5%	3.54%	4.44%	4.66%			
Staff engagement level	Annually	Target 10 - full staff engagement	6.3					
Average number of applications per advertised external vacancy	Annually	more than 8 average per vacancy	11	12				
HUMAN RESOURCE MANAGEMENT								
REDACTED FOR DP PURPOSES								

*1 The OH Provider was unable to give appointments until January

*2 The HC Day was reduced to 1 event which had higher participation than previous years

*3 This percentage decreases to 29% when including Temporary and Evening Lecturers

*4 This percentage increases to 17% when including Temporary and Evening Lecturers

Items to be reported to Committee – Non KPI data

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