MINUTE OF THE MEETING OF THE ORGANISATIONAL DEVELOPMENT COMMITTEE HELD ON WEDNESDAY 16 SEPTEMBER at 4.30PM by ZOOM CONFERENCE DUE TO COVID-19 RESTRICTIONS

PRESENT:

S Heidinger	Committee Chair
G McGuinness	Committee Member
C Walker	Committee Member
Kacper Kacica	Committee Member
M Docherty	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
C McConnell	Clerk to the Board (Minute Taker)

20.31 WELCOME AND APOLOGIES   **ACTION**
The Chair welcomed all to the meeting, which was held remotely using the Zoom.
Apologies were noted from Jon Vincent.

20.32 DECLARATIONS OF INTEREST
There were no declarations of interest.

20.33 MINUTE OF PREVIOUS MEETING: 29 APRIL 2020
The Minute was accepted as a true and accurate record of the meeting on 29 April 2020, subject to one minor correction.

20.34 MATTERS ARISING- Action Grid
The Committee noted that all actions on the grid have been completed.

20.35 REPORT ON JOINT CONSULTATION AND NEGOTIATING COMMITTEE MEETINGS
Janet Thomson spoke to the report which was broken down into the notes on Support Staff meeting and Lecturing staff meetings.

The following areas of the report were highlighted:

- **Coronavirus update**

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Between the date of the College shut down (20th March) and the JCNC meeting, the only staff on campus have been those essential to be there e.g. estates, cleaning team.

- **Furlough**
  A number of staff have been furloughed- more details to be provided later in the agenda.
- **SQA Assessment**
  The Committee noted the extensive work of the College's Quality Team in providing support and guidance for academic staff on the SQA assessment process
- **Academic Management Restructure**
  The Committee noted that 11 teaching managers left through voluntary severance in June 2020
- **Bullying**
  The Committee heard that a joint statement on bullying is being prepared between the College and the Unions. The Committee asked to be provided with a copy of the statement when it is in a form appropriate for sharing.

  Work is progressing to establish an anonymous portal to facilitate reporting of bullying. The Committee welcomed this development and noted that this requires resource to monitor and action reports.

  In response to questions, the Committee noted that there are policies in place to address bullying concerns at present and that these can be improved by the new proposals.

  The Committee agreed that it wished to be kept closely appraised on the progress of actions to address bullying.

LMcG

Items for Discussion

20.36   RETURN AND RESUME PLANNING
LMcG spoke to the report.
The Committee heard that the College has established a Project Board to plan return to work in line with Scottish Government Guidance.

The Project Board is supported by five workstreams to look at the following key areas:
- Workplace Physical Reopening
- Safe Return for Staff
- Safe Return for Students
- Curriculum

- Finance

LMcG advised that there has been a regular communication programme for students and staff to ensure that all can access up-to- date information. 280 suggestions/comments have been received between 30 June and 3 September through the College's HIVE platform which allows staff to submit comments and suggestions anonymously and all have received a response.

The Committee heard details of the numbers of staff on furlough with associated costs. This peaked in June with 168 staff which will reduce to approximately 21 during September. The Scheme is currently due to finish at the end of October.

The Committee noted that 135 temporary staff were issued with a P45 at the end of the Academic session. A number have been reinstated and the Committee were assured that those returning had been appropriately selected based on curriculum needs.

20.37 AGILE WORKING POST COVID
The Committee received a presentation from LMcG outlining the College's approach to agile working.
The presentation highlighted some of the strategic benefits of agile working in sustainability, financial savings, retaining talent and flexibility.
LMcG explained that there will be also be challenges:–
a reliable and effective IT system is essential and, on a personal level, less face to face time may mean it could be harder to build relationships with students and colleagues and challenging to manage boundaries around personal time.
LMcG advised the Committee that the College was committed to delivering the culture change which will be necessary to support an anytime/anywhere working pattern alongside campus based learning and blended working practices where necessary.

The Committee was very supportive of the move towards agile working and commented positively on the benefits which could be achieved. The Committee noted that, in addition to those stated, there have been benefits in cross campus working which were driven by remote working.

The Committee commented that productivity and innovation can be driven by such working practices.

The Committee thanked LMcG for her excellent presentation and looked forward to further details on the implementation of agile working in due course.

20.38   **STRATEGY FOR BUDGET SAVING**

J Thomson gave the Committee an overview of the challenging financial position which the College is in and outlined the approach being taken to achieving necessary savings which will include consideration of the appropriateness of voluntary severance packages.

Discussions are taking place with GCEF to ascertain the level of support which it is able to offer the College.

The Committee noted the position.

20.39   **ASSISTANT PRINCIPAL HR REPORT**

L McGaw was invited to speak to the Report which had been issued with the Agenda.

She highlighted the following:-

National Support Staff Job Evaluation Project:

The Committee was advised that the national project for evaluation of support staff roles is due to complete in April 2021 and that good progress is being made with the College's roles.

Stress Risk Assessment Working Group

The Committee noted that, at the last meeting of the group on 17 August, the current risk ratings for the first three hazards (i.e. Demand, Control and Support) were scored and the remaining three hazards will be scored (which are Relationships, Role and Change) at the next meeting in September. Additional control measures to mitigate the risks have been discussed and a draft briefing sheet for managers to support their staff's mental health and wellbeing has been prepared.

The Committee welcomed the approach, confirming the importance of managing work related stress absence, and provided some comments on the wording of the briefing sheet.

i-Trent Project

The Committee noted the work carried out to implement the i-trent system and recognised the benefits to be achieved in cost saving and efficiency.

20.40   **STAFF PROFILE AND TURNOVER**
NP spoke to the report which provides a snapshot of data from the College's HR system. The Committee noted that the College has a statutory duty, as a public sector employer, to publish employment-monitoring statistics in relation to the composition of its workforce and the recruitment, development and retention of its employees.

The Committee agreed that the age profile of the workforce, with the largest percentage made up of staff aged between 55 and 59 is a cause for concern given the potential future retirement of significant numbers of experienced colleagues at the same time.

The Committee commented on the importance of the statistics providing meaningful information and on the need to ensure that there is no mismatch in terminology or categorisation of data which can make comparisons difficult.

NP

The Committee asked that a plan be provided to the next meeting in January detailing the actions to be taken as a result of the data contained in the report.

20.41-   **ATTENDANCE MANAGEMENT REPORT**
20.42

N Patton was invited to speak to the three Reports issued with the Agenda, which detailed absence rates for the periods 1 February to 30 April, 1 May to 31 July and for the full 2019/2020 academic year respectively.

The Committee commented that the figures had to be seen in light of the College closure due to Covid-19 which made like-for-like comparisons with previous years impossible. The Committee asked that a report be prepared showing the figures to 20th March 2020 being the date of closure.

NP

The Committee discussed the necessity to understand the impact of Covid-19 on attendance whilst recognising the difficulty of obtaining accurate data given that some staff continue to work from home whilst isolating and may not advise the College. Additionally, some staff, which could include key personnel, may be required to isolate due to Trace and Protect and never develop symptoms.
The Committee asked that a report be provided to the next meeting giving a view on the impact of Covid-19 on attendance.

LMcG

The Committee expressed concern that the two most common reasons for overall staff absences are mental ill

health and work related stress and commented that the introduction of agile working practices may help to address this. However, the Committee emphasised the importance of addressing these issues and asked that options around setting a target for reducing work related stress be developed and brought to the next Committee meeting. **NP**

The Committee agreed that the absence management target figure should remain at 4.1% for academic year 2020/21. **NP**

The Committee discussed the implications for teaching if a lecturer or a student was required to isolate and noted that there are a number of scenarios depending on the particular circumstances, including the nature of the subject matter.
The Committee was advised that the College would act in accordance with Test and Protect guidance and would ensure that teaching would continue uninterrupted as much as possible.
GC offered to discuss this issue in more detail with KK as the Board's student representative. **GC/KK**

20.43   ORGANISATIONAL DEVELOPMENT REPORT

GC spoke to the report.
The Committee noted that, in the year 19/20, 10 College teaching staff attained the Teaching Qualification in Further Education at the University of Dundee. A further 11 teaching staff will undertake the course in 20/21 which is now being accessed through the University of Aberdeen.

The Committee was provided with information in relation to the staff learning days which took place in June and August. The programme had a heavy focus on sessions to support staff to prepare for remote teaching. There were also a number of sessions on supporting staff with mental health issues.
The Committee noted that feedback on the sessions was very positive and that further analysis of the tools and resources needed to support staff and students' digital skills is ongoing.

The Committee was advised that all staff have the opportunity to provide the College with feedback on how they are coping with homeworking, returning to campus and also any ideas to improve either of these situations using a platform known as Idea Box. 280 comments have been received and all have received feedback.

The Committee commended the team on the work being undertaken and noted the report.

20.44 HEALTH AND SAFETY REPORT

GC spoke to the report which detailed activity undertaken in relation to Health and Safety since April 2020.

The Committee noted that, principally due to College closure, there have been no reported accidents, near misses, first-aid call outs or hazard observations during the period.

The Committee was assured that provision was being made to ensure that there is cover for first-aiders and fire wardens in the context of limited staff on campus.

20.45 KPI REPORT

L McGaw was invited to speak to the Report.
The Committee commented that many of the figures were obviously affected by the College closure and asked that the **LMcG** report for the full year figures be brought to the next Committee meeting in January to allow comparisons against previous years. In addition, the Committee asked to receive a report on future plans to address areas of concern in the report. This should form the key part of the Agenda for the Committee's next meeting.
The Committee noted the report.

20.46 INTERNAL AUDIT –RECRUITMENT AND RETENTION

The Committee noted the report.

20.47 COMMITTEE REMIT

The Committee approved the updated remit submitted with the Report subject to approval of the detail of the changes.

20.48 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

No assessment required other than as reported in individual agenda items.

20.49 REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)

Papers to be disclosed as per the coversheet.

20.50 ANY OTHER BUSINESS

There was no other business.

DATE OF NEXT MEETING

27 January 2020, The Space, Langside.