

MINUTE OF THE MEETING OF THE ORGANISATIONAL DEVELOPMENT COMMITTEE HELD ON WEDNESDAY 27 JANUARY 2021 at 4.30pm.

The meeting was held by Zoom due to COVID-19 restrictions.

PRESENT:

S Heidinger	Committee Chair
M Docherty	Committee Member
K Kacica	Committee Member
G McGuinness	Committee Member (from Item 21.06)
C Walker	Committee Member
J Vincent	Committee Member

IN ATTENDANCE:

G Crankshaw	Organisational Development Manager
L McGaw	Assistant Principal: Human Resources
N Patton	Head of Human Resources
J Thomson	Vice Principal: Resources & College Development
C McConnell	Clerk to Board of Management (minute taker)

21.01 WELCOME AND APOLOGIES **ACTION**
The Chair welcomed all to the meeting.

21.02 DECLARATIONS OF INTEREST
There were no declarations of interest.

21.03 MINUTE OF PREVIOUS MEETING: 16 SEPTEMBER 2020
The Minute was accepted as a true and accurate record of the meeting on 16 September 2020.

21.04 MATTERS ARISING – ACTION GRID **LMcG**
In relation to Item 20.35 on the grid, the Committee noted that the proposed joint statement on Dignity and Respect at Work is on the JCNC agenda. The Committee requested sight of the draft statement.

In relation to Item 20.41, the Committee noted that there were no known instances of lecturing staff being unavailable due to Covid. G Crankshaw, Organisational Development Manager offered to discuss any particular concerns with K Kacica as the student representative on the Committee. The Committee noted the progress on the Matters Arising Action Grid.

21.05 NOTES OF SUPPORT AND TEACHING JOINT CONSULTATION AND NEGOTIATING COMMITTEE MEETINGS

J Thomson spoke to the report.

The Committee were pleased to note the frequent and regular engagements with the Trade Unions and emphasised the importance of the discussions around safe return to work.

The Committee noted the report.

Items for Discussion

21.06 ASSISTANT PRINCIPAL HR REPORT

L McGaw spoke to the report.

The Committee noted that most staff are working from home and sought to understand how the College is providing support both to staff working at home and to the skeleton staff who are required to be on-site. L McGaw advised that managers had been instructed to ensure regular contact with staff is maintained and the Principal has also been sending regular communications to all staff.

The Committee noted that the Stress Risk Assessment Working Group has developed a Stress Risk Assessment for the College based on the six key areas from HSE guidelines which contribute to workplace health and wellbeing. A mitigating action plan has also been produced and a survey will be issued to staff at an appropriate time.

The Committee noted that the final academic management structure had now been published following a necessary delay due to the pandemic. A final timescale for implementation will be determined and communicated to staff when appropriate, recognising the importance of achieving necessary financial savings.

The Committee was advised that the Voluntary Severance Scheme has been approved by Glasgow Colleges Regional Board and the Scottish Funding Council. The Scheme was opened to all staff from 18 January 2021.

The Committee discussed staff morale and noted the work being done to offer training to managers in providing support to staff. The Committee expressed concern at the pressures on staff noting that college staff are not considered to be “key workers” and many will have children at home whilst working. The Committee was pleased to hear that the College was encouraging managers to allow staff flexibility around working hours where possible to assist with

managing childcare and other home-working priorities. The Principal is also highlighting in his regular communications to staff that it's, 'ok not to be ok' and encouraging anyone who is struggling with their workload to speak with their line manager or HR about ways in which they can be supported.

The Committee discussed the progress being made with harmonisation of HR policies and noted that this is challenging when linked to national bargaining. The Committee emphasized the need to make continued attempts to progress harmonized policies and procedures, even on an interim basis, given the confusion caused by using any outdated legacy policies.

The Committee noted the report.

21.07 KPI REPORT AND FUTURE IMPROVEMENT PLAN

L McGaw spoke to the report which provided the Committee with an update on the People Related Key Performance Indicators for the full year of 2019/20 and for Quarter 1 for the year 2020/21.

The Committee acknowledged the impact of College closure on many of the targets.

The Committee was very concerned at the reduction in the completion rates for online Health and Safety induction and discussed some options for improvements.

The Principal undertook to take action to resolve the issue and communicate the importance of this new staff induction training to all managers. **JV**

The Committee also discussed the completion rate for Personal Development Plans which it recognised had not been prioritised in last year's circumstances. The Committee was pleased to note that this will be monitored more closely this year and emphasized the importance of staff having positive and constructive discussions about their work and personal development.

The Committee welcomed the work being done by the Stress Risk Assessment Working Group to address working days being lost through sickness absence and work related stress.

The Committee questioned the lack of information in relation to staff diversity profiles and emphasised the importance of obtaining such data. The Committee discussed the importance of baseline data in developing action plans and asked that a timeframe in which the data will be available be provided to the Committee at its next meeting. **LMcG**

The Committee discussed the figures in relation to recruitment and retention. The Committee noted that the total turnover figure provided for the full year included a number of ended fixed term appointments and asked that this be adjusted for the next report in line with the agreed KPI.

LMcG

The Committee agreed with the decision not to issue a full staff engagement survey in the current circumstances. However, it stressed the importance of continued communication with staff and suggested that a short pulse survey could be issued as part of a wider communication.

LMcG

The Committee noted the paper.

21.08 ATTENDANCE MANAGEMENT REPORT – AUGUST TO OCTOBER 2020- QUARTER ONE

N Patton spoke to the Report.

The Committee welcomed the new format of the report and noted that the figures provided are impacted by the College closures over the period.

The Committee noted the relative absences by Department and asked that the figures be put into context and potentially weighted or converted to a percentage to reflect the numbers of staff in each Department.

NP

The Committee discussed the number of days lost through anxiety/ stress / depression and work-related stress and commended the work being done to address this. The Committee again asked that a proposal for a target to allow days lost through work related stress is brought to the next Committee to allow progress to be monitored.

LMcG

The Committee noted the addendum to the report which provided details of absences for the period from 1 August 2019 to 20 March 2020, being the date of the college closure.

21.09 STAFF PROFILE AND TURNOVER UPDATE AND ACTION PLAN

N Patton spoke to the report.

The Committee welcomed the action plan contained in the report to address the various challenges which an ageing workforce presents. The range of actions proposed would help to ensure a continuing positive work experience for older staff but would not necessarily address concerns around future loss of skills and experience due to the retirement of older staff.

N Patton explained that HR are working with the marketing team to ensure that vacancies are made as attractive as

possible to younger applicants through use of social media. The Committee stressed the importance of managers being aware of 'hot spots' where large groups of staff might retire around the same time and the importance of appropriate long-term planning for this.

The Committee additionally commented that the staff population does not reflect the ethnicity of the local community and wished to see the development of an action plan to push this forward.

21.10 ORGANISATIONAL DEVELOPMENT REPORT

G Crankshaw spoke to the report which detailed some of the recent activities of the Organisational Development Team.

The Committee noted the feedback received on the Classroom Essentials programme for teaching staff and from the staff learning days.

The Committee discussed the Leadership and Management Development Programme which is being offered to managers and discussed the methodology for measuring the impact of the programme.

The Chair of the Learning and Teaching Committee commented that the Learning and Teaching Committee would be interested to hear details of the programme at its meeting in May.

CMcC

The Committee noted the innovative People Excellence Awards will be held online on 19 February 2021.

21.11 HEALTH AND SAFETY REPORT

G Crankshaw spoke to the report.

The Committee noted the accident statistics for the period 1 August to 31 October 2020, recognising the impact of the closure. The Committee welcomed the amount of work which has been done to develop a College risk assessments library.

The Committee noted the update.

Continual Improvement

21.12 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

The Committee noted that equality impact assessments would be prepared as described in the papers.

21.13 REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)

Papers to be disclosed as per the coversheet. HR elements of the KPI report should be redacted.

21.14 ANY OTHER BUSINESS

The Principal was pleased to advise the Committee that the number of College staff and students who were known to have contracted Covid was low and that this had been reported to Scottish Government.

The Committee recognised that management should seek to offer support to staff with long Covid symptoms and be aware that contracting Covid, given the potential seriousness of the virus, in itself could lead to mental health issues which require support.

DATE OF NEXT MEETING

The next meeting will take place at 4.30pm on Wednesday 19 May 2021. Location to be confirmed.