

ORGANISATIONAL DEVELOPMENT Committee

Wednesday 19 May 2021

The next meeting of the Organisational Development Committee will be held on **Wednesday 19 May 2021 at 4.30 pm**. The meeting will be held remotely to comply with Covid-19 restrictions.

A G E N D A

21.15	Welcome and Apologies		S Heidinger
21.16	Declarations of Interest		S Heidinger
 Minutes of Previous Meeting			
21.17	Minutes of Previous Meeting –27 January 2021	P	S Heidinger
21.18	Matters Arising – Action Grid	P	S Heidinger
21.19	Notes from JCNC Lecturing and Support Meetings	P	J Thomson
 Items for Discussion			
21.20	Equality Mainstreaming Report- including Draft Gender Pay Gap Report	P	D Marshall
21.21	Equality & Diversity Report <ul style="list-style-type: none"> • timeframe for diversity profiles • action plan in relation to staff ethnicity 	P	L McGaw
21.22	Attendance Management Report <ul style="list-style-type: none"> • Q2- 1 November 2020 to 31 January 2021 • Quarter 3- 1 Feb to 30 April 2021 • Targets for Reduction of Work Place Stress 	P	N Patton
21.23	Staff Return and Resume Post Covid	P	L McGaw
21.24	Unethical Behaviour and Whistleblowing Policy and Procedure	P	C McConnell
21.25	Assistant Principal HR Report	P	L McGaw
21.26	Health and Safety Report	P	G Crankshaw
21.27	KPI Report	P	L McGaw
 For noting			
21.28	Organisational Development Report	P	G Crankshaw
21.29	Assessment of Procedures Report	P	L McGaw
 Continual Improvement			
21.30	Equalities Impact Assessment on Decisions Made		S Heidinger
21.31	Review of Papers (Including disclosable status)		S Heidinger
21.32	Any Other Business		S Heidinger

Date of Next Meeting: 22nd September 2021 at 4.30pm

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting	19 May 2021
Paper Title	Equality and Diversity Report
Agenda Item	21.21
Responsible Officer	Lorraine McGaw, Assistant Principal: Human Resources
Status	Disclosable
Action	For Discussion

1 INTRODUCTION

- 1.1 The purpose of this report is to provide an update to the Organisational Development Committee on the progress in encouraging staff to disclose equality information. The report also looks at our ethnicity profile and details the steps that we intend to take to improve staff recruitment and retention in this area.

2 PROTECTED CHARACTERISTIC DATA

- 2.1 The Equality Act 2010 outlines nine protected characteristics: Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The College has faced challenges getting staff to disclose their protected characteristics and the table below shows the level of unknown information for each protected characteristic:

	Unknown	Unknown	Improved Data
Protected Characteristic	February 2021	May 2021	
Age	0.00%	0.00%	0.00%
Disability	48.43%	45.04%	3.39%
Gender Reassignment	N/A	80%	N/A
Race	24.40%	21.47%	2.93%
Religion or Belief	45.28%	41.51%	3.77%
Sex	0.00%	0.00%	0.00%
Sexual Orientation	44.80%	40.74%	4.06%
Marriage & Civil Partnership	N/A	21.60%	N/A
Pregnancy & Maternity	N/A	N/A	N/A

- 2.2 **Age** – we have 100% of data collected for all staff.

- 2.3 **Disability** – in February 2021 48.43% of staff had not told us whether or not they have a disability or indeed whether they would ‘prefer not to say’. This

figure had reduced slightly (3.39%) in May 2021 with slightly more members of staff providing this information.

- 2.4 **Gender Reassignment** – we did not previously collect this information and therefore have no benchmark data, however in May 2021 80% of staff have not told us whether or not this applies to them or if they would ‘prefer not to say’.
- 2.5 **Race** – in February 2021 24.4% of staff had not advised us of their ethnicity, this figure is slightly improved in May 2021 (2.93%) with 21.47% not providing us with this information.
- 2.6 **Religion or Belief** – in February 2021, 45.28% of staff had not provided us with information on their Religion or Belief. This improved slightly in May 2021 (3.77%) with the figure of unknowns reducing to 41.51%. It is difficult to collect this information if staff are reluctant to provide it, however there is the option to say ‘prefer not to say’ for anyone who is concerned about releasing this information.
- 2.7 **Sex** – we have 100% of data collected for all staff.
- 2.8 **Sexual Orientation** – in February 2021, 44.8% of staff had not provided us with data on their sexual orientation. This improved slightly in May 2021 (4.06%) with 40.74% of staff not providing us with this information.
- 2.9 **Marriage & Civil Partnership** - we did not previously collect this information and therefore have no benchmark data, however in May 2021 21.6% of staff have not told us whether or not this applies to them or if they would ‘prefer not to say’.
- 2.10 **Pregnancy & Maternity** – we collect this information in a different way through Human Resources.

3 ENCOURAGING DISCLOSURE OF EQUALITY INFORMATION

- 3.1 Due to recruitment process for the Academic Management restructure, we have had the opportunity to ask staff to complete their equality data as part of the recruitment process which accounts for the slightly improved data between February and May 2021.
- 3.2 During week beginning 10 May 2021, we will be running an internal communications campaign to encourage staff to provide us with this information. This campaign tells staff:
 - why the College needs the information;
 - how to update the data;

- the difference the data will make to us;
- the legal requirements placed on the College; and
- what we do with the data.

The campaign will be run again at the start of the next academic session in August to bring this back to everyone's attention.

- 3.3 Due to the developments with the iTrent system we now collect all equality data when candidates are applying for positions. This information is then transferred into an individual's record if they are appointed, and this will make collecting data from new employees much easier.

4 ETHNICITY DATA COLLECTION

- 4.1 At the Organisational Development Committee meeting in January 2021 there was concern expressed that the college ethnicity profile does not reflect that of the local community and the members asked that an action plan be developed to address this.
- 4.2 The 2011 census reported that 84% of Scotland's population reported their ethnicity as 'White: Scottish' and a further 8% as 'White: Other British'. Together, minority ethnic groups and white non-British groups (which include 'White: Irish', 'White: Polish', 'White: Gypsy/ Traveller' and 'White: Other white') made up 8% of the total population.
- 4.3 The percentage of people in Scotland from minority ethnic groups has doubled to 4%, up from 2% in 2001.
- 4.4 The Asian population is the largest minority ethnic group (3% of the population or 141,000 people), representing an increase of one percentage point (69,000) since 2001. Within this, Pakistani is the largest individual category, accounting for 1% of the total population. The African, Caribbean or Black groups made up 1% of the population of Scotland in 2011, an increase of 28,000 people since 2001. Mixed or multiple ethnic groups represented 0.4% (20,000) and other ethnic groups 0.3% (14,000) of the total population.
- 4.5 The proportion of the population reported as belonging to a minority ethnic group varied by council area. The highest figures were in the four council areas containing the large cities: in Glasgow City it was 12%, in the City of Edinburgh and in Aberdeen City it was 8%, and in Dundee City it was 6%.

4.6 The Glasgow Clyde College ethnicity data breaks down as follows:

Ethnicity group	% of staff
African	0.29%
Any mixed background	0.48%
Any other Asian or Asian British Background	0.10%
Any other black background	0.19%
Any other ethnic group	0.10%
Any other White background	0.95%
Chinese	0.38%
Indian	0.10%
Pakistani	0.67%
Prefer not to say	1.43%
White	4.01%
White English	3.63%
White Irish	1.53%
White Other	1.91%
White Scottish	62.69%
White Welsh	0.10%
Unknown	21.47%

4.7 71.18% of our staff have reported their ethnicity as White this is against a figure of 92% for Scotland as a whole.

4.8 2.29% of our staff have reported that they are from an ethnic minority group against a figure of 4% for Scotland as a whole.

4.9 Once the census figures are available for 2021, we will once again compare our data with the census data to understand the gaps. We will also hopefully have a lower number within the unknown category.

5 ETHNICITY ACTION PLAN

5.1 In order to ensure that we are taking positive action to increase the diversity of the workforce to aim to represent the community we serve we have put in place an ethnicity action plan. This plan is attached in Appendix 1.

6 RISK ANALYSIS

6.1 There are no specific risks associated with this paper.

7 LEGAL IMPLICATIONS

7.1 There are no legal implications associated with this paper.

8 FINANCIAL IMPLICATIONS

8.1 There are no financial implications associated with this paper.

9 REGIONAL OUTCOME AGREEMENT IMPLICATIONS

9.1 N/A

10 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

10.1 An Equality Impact Assessment is not required as this is not a new procedure.

ETHNICITY ACTION PLAN

INCREASE THE DIVERSITY OF THE WORKFORCE TO TRULY REPRESENT THE COMMUNIT WE SERVE			
ACTION	DETAILS	RESPONSIBLE	TIMESCALE
Engage with local community groups and develop relationships with them to promote Glasgow Clyde College as an employer	<ul style="list-style-type: none"> Identify all local community groups and work with them to understand their local and cultural needs and to promote opportunities for recruitment and work placements. Run a publicity campaign within communities, schools, community groups, housing associations to let them know the opportunities available in the College 	<ul style="list-style-type: none"> Head of Human Resources Senior HR Adviser 	<ul style="list-style-type: none"> December 2021 December 2021
Supporting people into work	<ul style="list-style-type: none"> Look for opportunities to create apprenticeship roles and promote these opportunities within the community. 	<ul style="list-style-type: none"> Assistant Principal, HR 	<ul style="list-style-type: none"> Ongoing
Give new BME starters a reason to stay	<ul style="list-style-type: none"> Review induction processes and ensure we promote and inclusive and culturally sensitive organisation. 	<ul style="list-style-type: none"> Organisational Development Manager 	<ul style="list-style-type: none"> December 2021
Ensure that the recruitment interview process is bias free	<ul style="list-style-type: none"> Undertake an audit of our recruitment processes to 	<ul style="list-style-type: none"> Head of Human Resources 	<ul style="list-style-type: none"> August 2021

	seek to identify any barriers to BME candidates being shortlisted and appointed by comparison to shortlisted white candidates.		
Include Diversity Training in our staff development programme.	<ul style="list-style-type: none"> Review our training programme and ensure that diversity training is included for all staff and is mandatory 	<ul style="list-style-type: none"> Organisational Development Manager 	<ul style="list-style-type: none"> August 2021
Ensure all recruitment advertising promotes diversity	<ul style="list-style-type: none"> Review all of our recruitment material to ensure it reflects a diverse workforce. 	<ul style="list-style-type: none"> Head of Human Resources 	<ul style="list-style-type: none"> August 2021

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting	19 May 2021
Paper Title	Staff Return and Resume Post COVID
Agenda Item	21.23
Responsible Officer	Lorraine McGaw, Assistant Principal: Human Resources
Status	Disclosable
Action	For Discussion

1 INTRODUCTION

- 1.1 The purpose of this report is to provide an update to the Organisational Development Committee on the steps being taken to ensure a safe return to campus for staff. Our continued focus continues to be the safety and wellbeing of staff and students.

2 SAFE RETURN FOR STAFF

- 2.1 On 16 April 2021, the Scottish Government issued updated guidance for higher and further education institutions and student accommodation providers to help reduce the spread of COVID-19.
- 2.2 *In this guidance the overwhelming message was that the number of people on campus should continue to be kept to an absolute minimum and should be restricted. The guidance was as follows:*

Until 5 April, colleges will follow the protection level guidance for their local authority area. In practice, this means the majority of college students will be taught online.

Phase One

From 23 February, the numbers attending colleges should be kept at the absolute minimum with no more than 5% of students attending for in-person learning at any one time for time sensitive and critical in-person learning.

Students are also able to return to their workplace placement in order to maintain workforce pipelines in critical sectors, such as health and social care, and early learning and childcare. However, if they are on campus for in-person teaching they should be considered within the 5% limit for colleges in level 4 areas.

Similarly, any senior phase school pupils on campus for in-person teaching should be considered within the 5% limit.

Phased return from 5 to 26 April

From 5 April, colleges are also permitted to return students within the top 3 priority groups identified by Colleges Scotland as being the most likely to not complete this academic year. These are: construction; engineering; and hairdressing, beauty and complementary therapies. This approach will be in place until Scotland moves into the level restrictions on 26 April.

This period should also include the further return of senior phase school pupils to college so that there is equity of access to education for senior phase pupils across college and school settings.

Campuses and student accommodation are open but only for students who have remained over winter break and other exceptional returners, where their attendance is critical and time-sensitive to their course or assessment and cannot be delivered remotely or postponed, essential placements or student well-being.

Colleges are able to prioritise the return of further senior phase school pupils studying at college who require in-person provision now in order to complete or progress. School pupils returning to college must be included within the 5% limit. The college guidance applies to senior phase school pupils attending college. Pupils should only be on campus for the duration of the practical work and should continue to learn remotely for those course elements where this is possible.

After 26 April

Subject to progress in suppressing the virus and confirmation, colleges will operate within protection level guidance of their local authority area.

- 2.3 Senior Management continue to meet with the support staff Trade Union representatives on a weekly basis to discuss activity on-site. At this meeting they are provided with a detailed update of the support staff on-site and the rationale for them being there. A copy of the document provided on a weekly basis is attached in Appendix 1. We also provide an update on the staff on furlough, students on-site, risk assessments and the Health & Safety helpdesk.
- 2.4 Risk Assessments are continually being updated to reflect the staff and students who are on-campus and are being undertaken with full input from the UNISON Health and Safety representative. We also have a risk assessment library on our intranet, where staff can access copies of the risk assessments relevant to them
- 2.5 Any member of staff who is on-campus working must have the approval of their Assistant Principal and their presence on campus must be recorded in advance with the appropriate Risk Assessments agreed, in place and shared with the relevant staff.

- 2.6 We continue to provide weekly figures on COVID cases and student numbers on campus to the Scottish Government on a weekly basis.

3 LATERAL FLOW TESTS

- 3.1 The college has been invited to participate in the Scottish Government's [SG] programme of distributing Lateral Flow testing kits to staff and students; similar to the process that Schools have been operating since pupils began to return. We have decided to participate in the scheme and are putting together the details around how we will make it work. As yet we have NOT received kits and we await their delivery to each campus.
- 3.2 The testing process will be co-ordinated by the Organisational Development Team.

4 JOB RETENTION SCHEME

- 4.1 We continue to make use of the Coronavirus Job Retention Scheme (CJRS) which has been extended until the end of September 2021. At the moment we still have a number of staff on Furlough however this number has been reducing in the last few weeks however it is likely that we will continue to access the scheme for some staff until the end of September.

5 AGILE WORKING

- 5.1 The message from the Scottish Government continues to be working from home protects the NHS and saves lives. We continue to ensure that only those staff who are required to support essential activities are requested to attend in person, and for no longer than is necessary.
- 5.2 We are currently refining our guidance on Agile Working and the best way to implement this across the organisation for Academic Session 21/22.
- 5.3 We previously reported that we were going to begin a pilot scheme for Agile Working involving a few support staff teams, however, feedback from the initial meetings along with feedback from a considerable number of staff through Idea Box on the HIVE platform has suggested we need to look at agile working on a larger scale across the College. Some of the comments on Idea Box are noted below:

“A blend of homeworking and on site would be better for staff morale and mental health I think, but some areas are under pressure because of reduced staffing meaning this opportunity is denied to them. Support areas suffer in particular because staff are slave to opening hours at the expense of all else, which only gets worse in the event of staffing shortages.”

“I have a better work life balance working from home reducing stress levels and improving health issues.”

“I am hoping that consideration will be given to allow me to work from home after the lockdown is over, as I feel that I can work equally at home as in the office, yet I have no travel time to worry about. Typically, I spend 3 hours per day commuting so this has been such a good work / life balance, with no travel time. It has been great for mental health, for a decent work/life balance and I worry that I will need to go back to working in the office 5 days per week once this is all over.”

“For me work life balance would be a mixture of online teaching with on campus delivery. Now that I am used to it I find There are many benefits working from home. I have no distractions no travel time and can be more flexible with my working hours i.e. I find now I work more evenings and weekends as I do not have a two-hour journey added onto my day. Working some days in college allows me to interact with my colleagues and students which I do miss, and I recognise that for some students face to face learning is very important to them as they require more support.”

- 5.4 The Organisational Development Team are currently gathering information from colleagues across the College to identify a suitable way to implement agile working in a manner that allows us to evaluate how it will work for different areas of the College.

6 RISK ANALYSIS

- 6.1 We continue to follow all guidance issued by the Scottish Government and update Risk Assessments to ensure that.

7 LEGAL IMPLICATIONS

- 7.1 There are no legal implications associated with this paper.

8 FINANCIAL IMPLICATIONS

- 8.1 There are no financial implications associated with this paper.

9 REGIONAL OUTCOME AGREEMENT IMPLICATIONS

- 9.1 N/A

10 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

- 10.1 An Equality Impact Assessment of the Voluntary Severance Scheme is already in place.

Support Staff Return to Campus
Week beginning 10 May 2021 (Tier 4)

Area	Date/Week Commencing	Rationale	Plan for number of staff on Campus
Estates	19/04/21	To open buildings and undertake essential maintenance	All Estates staff back on Campus plus Building Coordinator and Head of Estates on site as required: Average 5/6 staff per campus
Reception	03/05/21	Open Reception services and distribute Lateral Flo Kits	All staff back. 2 on campus at Langside, 2 on campus at Cardonald and 2 on campus at Anniesland on a split shift pattern.
Cleaning	19/04/21	Full team on site to ensure buildings are kept clean	Anniesland: 14 early morning clean, 3 day housekeepers, 3 evening class cover and up to 2 management staff – total daily on-site – 22 staff throughout the day Cardonald: 29 early morning, 7 day housekeepers, 4 evening class cover and up to 2 management staff – total daily on-site – 42 staff throughout the day Langside: 17 early morning clean, 3 day housekeeping, 3 evening class cover and up to 2 management staff – total daily on-site – 25 staff throughout the day
ICT	26/04/21	Essential preparations for IT Labs, Cyber resilience in terms of patching PCs that have been left unattended for months, general ICT support for staff and students in the building, distribution/ collection and re-imaging of laptops to staff and students	Desktop Network Support Staff Only including AV. (2 to 3 per site) 1 member of the team always off-site on rota on the Service-Desk remotely. (previously 1 person from each campus was at home) System Engineers attend site only as required. System Developers attend site only as required
Organisational Development	26/04/21	To ensure compliance with Health and Safety issues	3/4 members of the team on various days providing Fire Controller and First Aid cover across Langside and Cardonald Campuses. HSOs also working in Anniesland as and when required for H&S inspections etc.
Reprographics	26/04/21	To carry out ongoing print requests to support essential teaching and assessment (e.g on campus assessments, practical work, exams and block 3 materials)	1 member of staff on each site on a part-time basis, Tuesday and Wednesday 9:30am – 3:00pm
Nursery	08/03/21	Provision of student childcare	All staff on campus to deliver education and childcare services
Libraries	19/04/21	Offer of ICT access to students who do not have digital access and provision of click and collect resource service. Offer of study space and wi-fi for learners	Open from 9am to 4pm each day.
Evening Provision	08/03/21	Evening facilitators and Receptionist on site	Evening facilitator on each campus on Tue/Thurs at Anniesland and Cardonald, Tue / Wed at Langside. Evening Reception on site Tue/Thurs at Cardonald and Wed eve at Langside.
MIS	03/05/21	To facilitate exams	MIS Coordinator will be on site to carry out exam invigilation. NCTJ Exams Thursday 6th May – 9.30am – 12.30pm – Cardonald 5.2 Thursday 13th May – 1.30pm – 4.45pm – Cardonald 5.2

Area	Date/Week Commencing	Rationale	Plan for number of staff on Campus
			Friday 14 th May – 9.30am – 1.30pm – Cardonald 5.2 Floristry Tues 4 May – T324 Langside – 5.00 to 8.00pm Wednesday 19 th May – 1.30pm – 2.30pm Langside T324 Wednesday 26 th May – 1.30pm – 2.30pm Langside T324 Plumbing C&G exams Days and Room TBC Cardonald – 10.00 -3.00pm
Curriculum Support Administrators	26/04/21	Curriculum Support Coordinator and one Administrator will be on campus to observe and support exam invigilation for capacity building.	Monday 26 th April from 9.30 am until 12 noon – NCTJ exams Cardonald 5.2
Quality	26/04/21	The two Quality Coordinators will be on site to work together on updating college procedures.	Wed 29 April - Anniesland Boardroom – 9.00 – 2.00pm
External Funding Unit	29/03/21	Staff need access to secure files to allow ESF/SDS/EU audit and claims materials to be processed, files need uploaded to secure platforms to enable Funding Income to be claimed.	1 member of staff Tuesday, Wednesday and Thursday 2 members of staff Wednesday
FACULTY SUPPORT STAFF			
BCDI			
Faculty Technical Support/Technicians	26/04/21	This commenced based on need to order/prepare materials to support students and staff on campus. To maintain equipment and the associated workshops including the cleaning of the assigned workshops	1 Faculty Technician on-site, all day, every day (Cardonald) 1 Faculty Technician on-site Tuesday, Wednesday and Friday (Cardonald) 1 Faculty Technician on-site Tuesday and Wednesday (Cardonald) 2 Faculty Technician on-site Monday and Friday. Half days Tuesday, Wednesday and Thursday. (Cardonald) 1 Faculty Technician on-site. all day, every day. (Langside)
EBE			
Faculty Technical Support/Technicians	08/03/21	This commenced based on need to order/prepare materials to support students and staff on campus. To maintain equipment and the associated workshops including the cleaning of the assigned workshops	Due to the largely practical nature of the work, a number of these staff required onsite during the week. If, and where possible, staff can undertake their work from home then they can.
HWB			
Kitchen Assistants	08/03/21	Required on site to provide support for critical skills classes in cookery. Ordering ingredients, preparing ingredients for class use, health and safety check on fridges and other equipment.	1 person at Anniesland and 1 person at Langside
Science Technician	22/03/21	Required to support practical FA Classes on Thursday at Cardonald. 1 technician. 1 Technician Langside– First Aid Support	1 person at Cardonald for 1 day 1 person on-site at Langside for First Aid Support
Salon Receptionist	15/03/21	Going in on Wednesday to organise and distribute stock to support practical delivery.	1 person at Langside for 1 day
ACL			
Kitchen Assistant	19/04/21	To prepare kitchens, storeroom and laundry at Cardonald campus for the return of students – w/c 19 th April W/C 19 th April on campus to receive orders, clean and rotate stock in storeroom and deep clean kitchens	Monday 830-130 Thursday 830-130 Friday for 2 hours of my choosing which i usually work 830-10.30
CLD Manager	19/04/21	Evening role as evening co-ordinator starts back on Thursday of that week so SW will be in the college in the afternoon as I have meetings before my shift starts at 5pm.	W/C 19 April on campus at Cardonald Monday & Thur afternoons from 1.30pm – 9.30pm Room 6.17
CLD Officer	19/04/21	Anniesland and Cardonald on the Monday and Tuesday to collect resources which AM needs to deliver to students for a class starting on Wednesday.	19 th April Monday – 10 – 12pm – Anniesland 20 th April Tuesday – 10-12pm – Cardonald
CLD Amin	19/04/21	Anniesland Campus to access resources in order to support learners	Monday PM – 1pm – 3pm

Area	Date/Week Commencing	Rationale	Plan for number of staff on Campus
ESOL Employment Officer	19/04/21	Attending Anniesland Campus on Tuesday 20 th April to access college resources needed to support students.	20 th April 10-12pm – Anniesland
Cleaner	19/04/21	Clean 8 th floor kitchens and manage laundry after teaching sessions	Monday – Wednesday & Friday: 2pm – 4.30pm
CSA	19/04/21	CSA to access building to print and post CELTA certificates	20/04/21 11am – 12.15

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting	19 May 2021
Paper Title	Unethical Behaviour and Whistleblowing Policy and Procedure
Agenda Item	21.24
Papers	21.24A, 21.24B, 21.24C, 21.24D
Responsible Officer	Christine McConnell, Clerk to The Board of Management
Status	Disclosable
Action	For Discussion/Steer

1 REPORT PURPOSE

- 1.1 This paper asks the Committee to consider the terms of an updated Unethical Behaviour and Whistleblowing Policy and Procedure.

2 ACTIONS FOR THE COMMITTEE

The Committee is invited to:

- (1) Discuss the Whistleblowing Policy as contained in Appendix 1 and, if content, recommend that the Policy be submitted to the Board for approval.
- (2) Discuss the Whistleblowing Procedure as contained in Appendix 3 and provide a steer for the Audit Committee when it meets on 26th May 2021 to consider the Procedure.

3 BACKGROUND

- 3.1 In February 2021, as part of a planned programme of reviews, Henderson Loggie, Internal Auditors carried out a review of the College's fraud and bribery prevention, detection and response processes.

The overall grading of the review was "Good", meaning that the systems meet control objectives. The internal audit report, which was considered by the Audit Committee at its meeting on 3rd March 2021, included a recommendation that the College's Unethical Behaviour and Whistleblowing Procedure be reviewed, as this had not been done since August 2013. This Procedure sits alongside the College's Unethical Behaviour and Whistleblowing Policy which was last reviewed in 2017 and is therefore due for review in 2022. It was however thought appropriate to review both the Policy and the Procedure at this stage to ensure that both are aligned.

3.2 Whistleblowing Policy

With input from the Assistant Principal, Human Resources, Chair of the Board, Chair of the Audit Committee and Chair of the Organisational Development Committee, revisions to the Unethical Behaviour and Whistleblowing Policy were considered by the Board at its meeting on 24th March 2021. The Board was generally supportive of the proposed revisions to the Policy, but asked that it be considered by the Organisational Development and Audit Committee alongside the supporting Unethical Behaviour and Whistleblowing Procedure. A clean version of

the revised Policy is attached at Appendix 1 with a version showing tracked changes at Appendix 2. The Board specifically asked that the reference to “substantial allegations” which is highlighted be considered in light of the supporting Procedure.

3.3 Whistleblowing Procedure

The Unethical Behaviour and Whistleblowing Procedure has also been reviewed. A clean version of the revised Procedure is attached at Appendix 3 with a version showing the changes tracked at Appendix 4.

The revisals are designed to ensure that that procedure is clear, fair and responsive.

3.4 Actions for the Committee

The Committee is asked to:-

- (1) Discuss the revised Whistleblowing Policy as shown in Appendix 1 prior to submission to the Board;
- (2) Provide a steer for the Audit Committee on the proposed revisals to the Unethical Behaviour and Whistleblowing Procedure as shown in Appendix 3.

4. RISK ANALYSIS

The whistleblowing policy and procedure form part of Glasgow Clyde College’s governance arrangements. By ensuring that these matters are properly addressed, GCC will ensure that its governance meets the expectations of the Scottish Funding Council, Scottish Government, GCRB, OSCR and other relevant stakeholders.

5. LEGAL IMPLICATIONS

There are no specific legal implications associated with this paper.

6. FINANCIAL IMPLICATIONS

There are no specific financial implications associated with this paper.

7. REGIONAL OUTCOME AGREEMENT IMPLICATIONS

None

8. HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

Policy Area: Board of Management
Policy Title: Whistleblowing Policy
Revision No.: 2
Review Period: 5 years
Review Due: On or before March 2026

Policy Statement

1. It is the policy of the Board of Management to:
 - promote a culture of openness and honesty within Glasgow Clyde College, ensuring, in the public interest, that the risk of fraud and corruption is minimised and the health and safety of everyone visiting the College, for whatever reason, is protected;
 - encourage all involved in College life, including Board members, employees, contractors and students, to speak up in the public interest where they reasonably suspect illegal behaviour or malpractice;
 - ensure that **an allegation** made under this policy is fairly investigated in accordance with the Whistleblowing Procedure;
 - ensure that anyone making an allegation of serious concerns in the public interest in terms of the this Policy receives protection against being dismissed or otherwise suffering detriment as a result of disclosing those concerns in terms of the Public Interest Disclosure Act 1998 provided the disclosure is made in good faith and in accordance with the Whistleblowing Procedure.

2. Confidentiality

Unless otherwise agreed, the College will treat all disclosures made under this policy confidentially, except where this would hinder any investigation or where disclosure of the identity of the person making the allegation is required by law.

If it is anticipated that the identity of the person making the allegation will be revealed as part of the investigation, the person will be informed.

3. Anonymity

Anyone making an allegation under this policy is encouraged to include details of their name and contact details as described in the Whistleblowing Procedure.

The College shall have discretion as to whether anonymous disclosures will be investigated in line with the the College's "Guide to Dealing with Anonymous Communications Regarding Members of Staff", having regard to the seriousness of the subject matter of the report and the likelihood of the allegations being confirmed by other credible sources.

4. Scope

- 4.1 This policy covers concerns raised which are in the public interest.

These might include:

- Financial irregularities, malpractice, impropriety or fraud.
- Dangers to health and safety or the environment.
- Breaches of contract.
- Negligence.
- Serious maladministration.
- Corruption
- Bribery.
- Criminal activity.
- Academic or professional malpractice.
- Improper conduct or unethical behaviour / practices.
- Failure to comply with or breaches of a legal obligation.
- Attempts to conceal any of the above.

This Policy has been developed with due regard to all relevant legislation.

RELEVANT DOCUMENTS

Full details of how allegations of illegal behaviours or malpractice will be dealt with are contained within the 'Whistleblowing Procedure'.

Guide to Dealing with Anonymous Communications Regarding Members of Staff

Discipline Procedure (including legacy)

Grievance Procedure (including legacy)

Dignity at Work Procedure

Anti Bribery, Fraud and Corruption Policy

History of changes

Revision	Description	Adopted	Authorised
0	First draft	December 2013	SW
1	Policy reviewed with no updates required.	March 2017	Board of Management
2	Policy reviewed with substantial changes	March 2021	Board of Management

Policy Area: Board of Management

Policy Title: Whistleblowing Policy

Revision No.: 2

Review Period: 5 years

Review Due: On or before March 2026

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1. It is the policy of the Board of Management to:

- promote a culture of openness and honesty within Glasgow Clyde College, ensuring, in the public interest, that the risk of fraud and corruption is minimised and the health and safety of everyone visiting the College, for whatever reason, is protected;
- encourage all involved in College life, including Board members, employees, contractors and students, to speak up in the public interest where they reasonably suspect illegal behaviour or malpractice;
- ensure that any allegation made under this Policy is fairly investigated in accordance with the Whistleblowing Procedure;
- ensure that anyone making an allegation of serious concerns in the public interest in terms of the this Policy receives protection against being dismissed or otherwise suffering detriment as a result of disclosing those concerns in terms of the Public Interest Disclosure Act 1998 provided the disclosure is made in good faith and in accordance with the Whistleblowing Procedure.

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Deleted: <#>endorse the principles of public life as defined by current regulations and guidance e.g. the "Nolan" Committee;¶ <#>¶ <#>investigate fully any substantive allegation of a breach of relevant legislation e.g. these standards, in its corporate governance or in its strategic and operational management;¶

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Deleted: and that anyone making an allegation in terms of this policy receives protection against detriment as required by the Public Interest Disclosure Act 1998.

2. Confidentiality

Unless otherwise agreed, the College will treat all disclosures made under this policy confidentially, except where this would hinder any investigation or where disclosure of the identity of the person making the allegation is required by law. If it is anticipated that the identity of the person making the allegation will be revealed as part of the investigation, the person will be informed.

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3. Anonymity

Anyone making an allegation under this policy is encouraged to include details of their name and contact details as described in the Whistleblowing Procedure.

The College shall have discretion as to whether anonymous disclosures will be investigated in line with the the College's "Guide to Dealing with Anonymous Communications Regarding Members of Staff", having regard to the seriousness of the subject matter of the report and the likelihood of the allegations being confirmed by other credible sources.

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4. Scope

4.1 This policy covers concerns which are raised in the public interest

These might include:

- Financial irregularities, malpractice, impropriety or fraud.
- Dangers to health and safety or the environment.
- Breaches of contract.
- Negligence.
- Serious maladministration.
- Corruption
- Bribery.
- Criminal activity.
- Academic or professional malpractice.
- Improper conduct or unethical behaviour / practices.
- Failure to comply with or breaches of a legal obligation.
- Attempts to conceal any of the above.

This Policy has been developed with due regard to all relevant legislation.

RELEVANT DOCUMENTS

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History of changes

Revision	Description	Adopted	Authorised
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1	Policy reviewed with no updates required.	March 2017	Board of Management
<u>2</u>	<u>Policy reviewed with substantial changes</u>	<u>March 2021</u>	<u>Board of Management</u>

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 <#>deal with malicious allegations within the College's existing disciplinary procedures;¶
 <#>¶
 <#>deal with malicious allegations by Board members within the College's existing procedure for Unethical Behaviour and Whistleblowing;¶
 <#>¶
 <#>behave with integrity and propriety and to act within the law and the regulations, procedures and practices laid down in relation to the conduct of the College's business;¶
 <#>¶
 <#>ensure they are aware of and have ready access to, the Colleges agreed policies and procedures;¶
 <#>¶
 <#>encourage members and employees to raise any concerns they have about fraud and corruption immediately they occur;¶
 <#>¶
 <#>ensure that it's members comply with the Colleges Code of Conduct for members of its Board and also its Financial Regulations;¶
 <#>¶
 <#>ensure that all procurement is conducted prudently and honestly;¶
 <#>¶
 <#>require the College to operate a system of financial record keeping and budgetary control capable of meeting both the College's own internal accounting needs and the need to demonstrate accountability for the use of public funds; and¶
 <#>¶
 <#>ensure that the risk of fraud and corruption is minimised.¶
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Procedure Name: Whistleblowing Procedure
Responsible: Clerk to Board of Management
Revision No.: 4
Last Reviewed: August 2012

Review Date March 2021

Next Review Due March 2026

ASSOCIATED DOCUMENTATION
Whistleblowing Policy

1 INTRODUCTION

1.1 PURPOSE / SCOPE

To ensure that there is a fair, clear and transparent procedure to deal expeditiously with allegations of illegal behaviour or malpractice which fall within the terms of the Public Interest Disclosure Act 1998 (“the Act”).

1.2 PROCEDURE

Any disclosure of illegal behaviour or malpractice within the terms of the Act in Glasgow Clyde College should be made to the Clerk to the Board of Management (“Clerk”), subject to the two following exceptions:

- if the disclosure is in relation to the Clerk, then it should be made to the Principal and Chief Executive;
- if the disclosure involves the Principal and Chief Executive, then it should be made to the Chair of the Board of Management (“Chair”).

In the process outlined below, ‘Chair’ should be substituted for ‘Clerk’ throughout if the disclosure is about the Principal and Chief Executive, and ‘Principal and Chief Executive’ should be substituted if the disclosure is about the Clerk.

1.3 ANONYMOUS DISCLOSURES

In line with the College’s Whistleblowing Policy, the College will endeavour to treat all disclosures made under this policy confidentially and will respect any request for anonymity in so far as possible.

However, anyone making a report under this policy should be aware that their identity may need to be disclosed as part of an investigation or may be unavoidably disclosed as part of the facts of the disclosure.

The College shall have discretion as to whether anonymous disclosures should be investigated in line with the College’s “Guide to Dealing with Anonymous Communications Regarding Members of Staff” and having particular regard to the seriousness of the subject matter of the report and the likelihood of the allegations being confirmed by other credible sources.

1.4 DEFINITIONS

Worker

Under the Act, the following are ‘workers’ and are entitled to protection if they make a Disclosure in relation to the activities of Glasgow Clyde College Board members and staff:

- employees
- contractors
- agency staff
- trainees

Disclosure

The Act extends protection to any disclosure of information, which in the reasonable belief of the worker making the disclosure tends to show one or more of the following:

- the commission or likely commission of a criminal offence;
 - a failure or likely failure to comply with a legal obligation;
 - the occurrence or likely occurrence of a miscarriage of justice;
 - danger to the health and/or safety of any individual(s);
 - damage or likely damage to the environment;
- or
- the deliberate concealment of information showing any of the above.

Limits to Protection

The Disclosure will not qualify for protection under the Act if the worker making it commits an offence by so doing.

2.0 INITIAL STEPS

- 2.1 A worker making a Disclosure should inform the Clerk to the Board in writing (including by email) of the nature of the Disclosure demonstrating that there are reasonable grounds for their belief.
- 2.2 The Clerk will advise the Chair and Principal and Chief Executive that the Whistleblowing Procedure has been invoked.
- 2.3 In a case involving alleged financial malpractice, the Clerk will act throughout in consultation with the Principal and Chief Executive. If the Disclosure involves alleged financial malpractice by the Principal and Chief Executive, the Chair will act in consultation with the College's internal auditors.
- 2.4 The worker making the Disclosure will have the right to request that the matter be treated confidentially and their identity will not be disclosed to the alleged perpetrator of malpractice provided this does not hinder or frustrate any investigation or is required by law. If it is anticipated that the identity of the worker making the Disclosure may be revealed as part of the investigation, the worker will be informed.
- 2.5 Any investigation will be conducted with discretion and will also respect as far as possible the confidentiality of the person under investigation.
- 2.6 The requirement for confidentiality will also be without prejudice to any potential criminal investigation.

3.0 INITIAL EVALUATION

- 3.1 The Clerk will consider the information made available and decide either to:-

- investigate internally; or
- refer the matter to the police or procurator fiscal; or
- arrange an independent, external investigation; or
- not commence an investigation.

These steps are not mutually exclusive and the College will always provide full support to any police investigation.

- 3.2 If the Clerk decides not to commence an investigation, the discloser will be so advised. They will also be informed of the right of appeal against the Clerk's decision not to proceed to the Chair, whose decision will be final. In the event that the Disclosure is in relation to the Principal and Chief Executive, there will be a right of appeal against a decision not to proceed to a Panel of the Board of Management, to be selected by the Clerk which will not include the Chair.

4.0 STAGE 1 -INVESTIGATION

- 4.1 If the decision is to investigate internally, the Clerk will appoint an independent member of the College's Senior Management Team to carry out an investigation and will agree:

- the procedure to be followed, and
- the scope of the concluding report.

- 4.2 Dependent on the nature and subject matter of the disclosure made, the Clerk may instead appoint the College's internal auditors to carry out the investigation.

- 4.3 If the decision is to arrange an independent, external investigation, the Clerk will contact the appropriate authority having regard to the subject matter and the seriousness of the allegation (for example, the Scottish Funding Council or Audit Scotland).

- 4.4 If appropriate and without causing prejudice to the investigation, the person(s) against whom the Disclosure is made will be told of it, and of the evidence supporting it, and will be invited to comment as part of the investigation.

- 4.5 Any investigation will be conducted as sensitively and as speedily as possible, taking into account the interests of the College, the wider public interest, the nature of the Disclosure, the person(s) alleged to have committed wrongdoing or malpractice and the person making the Disclosure.

- 4.6 On conclusion of Stage 1, the person carrying out the investigation will provide a concluding written report to the Clerk.

5.0 STAGE 2

- 5.1 On receipt of the concluding report, the Clerk will consider the information available and decide what further action is required including reporting in line with the procedure below.

- 5.2 The Clerk may decide to instigate further internal and / or external procedures or decide not to proceed with further action.
- 5.3 In the event that the Clerk decides no further action is required, the discloser may appeal that decision to the Principal and Chief Executive or, where the Principal and Chief Executive was involved in the Stage 1 investigation, to the Chair, whose decision will be final.
- 5.4 The right of appeal against a decision not to investigate a Disclosure about the Principal and Chief Executive, will be to a panel of the Board of Management, which will not include the Chair.
- 5.5 If the Disclosure was adjudged to be of malicious intent, then the Clerk may recommend that a disciplinary process be instigated against the discloser.
- 5.6 All parties, including the discloser, will be advised by the Clerk of decisions and actions taken.

6.0 REPORTING OF OUTCOMES

- 6.1 A full report on all Disclosures and any consequent actions taken will be made by the Clerk to the Audit Committee, unless the Committee Chair agrees otherwise, with a summary report being provided to the Board of Management, should the Audit Committee deem it appropriate.
- 6.2. All reports will be retained for a period of 5 years.

RELATED INFORMATION

Glasgow Clyde College Discipline Policy

Glasgow Clyde College Grievance Policy

Glasgow Clyde College Dignity at Work Procedure

College Financial Regulations – Whistleblowing and Code of Conduct sections

Anti Bribery, Fraud and Corruption Policy

[Public Interest Disclosure Act 1988](#)

Procedure Name: Whistleblowing Procedure

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Responsible: Clerk to Board of Management

Deleted: Director of Organisational Development

Revision No.: 4

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Last Reviewed: August 2012

Review Date: March 2021

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Next Review Due: March 2026

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ASSOCIATED DOCUMENTATION

Whistleblowing Policy

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<#>Unethical Behaviour and Whistleblowing Flowchart ([BM-UBWF](#))¶

1 INTRODUCTION

1.1 PURPOSE / SCOPE

To ensure that there is a fair, clear and transparent procedure to deal expeditiously with allegations of illegal behaviour or malpractice which fall within the terms of the Public Interest Disclosure Act 1998 ("the Act").

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1.2 PROCEDURE

Any disclosure of illegal behaviour or malpractice within the terms of the Act in Glasgow Clyde College should be made to the Clerk, to the Board of Management, (Clerk"), subject to the two following exceptions:

- if the disclosure is in relation to, the Clerk, then it should be made to the Principal and Chief Executive;
- if the disclosure involves the Principal and Chief Executive, then it should be made to the Chair of the Board of Management ("Chair").

In the process outlined below, 'Chair' should be substituted for 'Clerk' throughout if the disclosure is about the Principal and Chief Executive, and 'Principal and Chief Executive' should be substituted if the disclosure is about the Clerk.

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In line with the College's Whistleblowing Policy, the College will endeavour to treat all disclosures made under this policy confidentially and will respect any request for anonymity in so far as possible.

However, anyone making a report under this policy should be aware that their identity may need to be disclosed as part of any investigation or may be unavoidably disclosed as part of the facts of the disclosure.

The College shall have discretion as to whether anonymous disclosures should be investigated in line with the College's "Guide to Dealing with Anonymous Communications Regarding Members of Staff" and having particular regard to the seriousness of the subject matter of the report and the likelihood of the allegations being confirmed by other credible sources.

1.4 DEFINITIONS

Worker

Under the Act, the following are 'workers' and are entitled to protection if they make a Disclosure in relation to the activities of Glasgow Clyde College Board members and staff:

- employees
- contractors
- agency staff

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- trainees

Disclosure

The Act extends protection to any disclosure of information, which in the reasonable belief of the worker making the disclosure tends to show one or more of the following:

- the commission or likely commission of a criminal offence;
- a failure or likely failure to comply with a legal obligation;
- the occurrence or likely occurrence of a miscarriage of justice;
- danger to the health and/or safety of any individual(s);
- damage or likely damage to the environment;

or,

- the deliberate concealment of information showing any of the above.

Limits to Protection

The Disclosure will not qualify for protection under the Act if the worker making it commits an offence by so doing.

2.0 INITIAL STEPS

- 2.1 A worker making a Disclosure should inform the Clerk to the Board in writing (including by email) of the nature of the Disclosure demonstrating that there are reasonable grounds for their belief.
- 2.2 The Clerk will advise the Chair and Principal and Chief Executive that the Whistleblowing Procedure has been invoked.
- 2.3 In a case involving alleged financial malpractice, the Clerk will act throughout in consultation with the Principal and Chief Executive. If the Disclosure involves alleged financial malpractice by the Principal and Chief Executive, the Chair will act in consultation with the College's internal auditors.
- 2.4 The worker making the Disclosure will have the right to request that the matter be treated confidentially and their identity will not be disclosed to the alleged perpetrator of malpractice provided this does not hinder or frustrate any investigation or is required by law. If it is anticipated that the identity of the worker making the Disclosure may be revealed as part of the investigation, the worker will be informed.
- 2.5 Any investigation will be conducted with discretion and will also respect as far as possible the confidentiality of the person under investigation.
- 2.6 The requirement for confidentiality will also be without prejudice to any potential criminal investigation.

3.0 INITIAL EVALUATION

- 3.1 The Clerk will consider the information made available and decide either to:-
 - investigate internally; or

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DEFINITIONS continued¶

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- refer the matter to the police or procurator fiscal; or
- arrange an independent, external investigation; or
- not commence an investigation.

These steps are not mutually exclusive and any police investigation will always take priority.

3.2 If the Clerk decides not to commence an investigation, the discloser will be so advised. They will also be informed of the right of appeal against the Clerk's decision not to proceed to the Chair, whose decision will be final. In the event that the Disclosure is in relation to the Principal and Chief Executive, there will be a right of appeal against a decision not to proceed to a Panel of the Board of Management, to be selected by the Clerk which will not include the Chair.

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4.4 If appropriate, and without causing prejudice to the investigation, the person(s) against whom the Disclosure is made will be told of it, and of the evidence supporting it, and will be invited to comment as part of the investigation.

4.5 Any investigation will be conducted as sensitively and as speedily as possible, taking into account the interests of the College, the wider public interest, the nature of the Disclosure, the person(s) alleged to have committed wrongdoing or malpractice and the person making the Disclosure.

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 .4 . If the Clerk Secretary decides that the matter raised is sufficiently material, well founded and substantial to justify investigation, a further decision will be required as to whether to:¶

¶
 <#>investigate internally or¶
 <#>refer the matter to the police or procurator fiscal or¶
 <#>arrange an independent, external investigation.¶

¶
 3.5 . In principle, only one of these means should be utilised but, if the initial step is (a), the conclusion of the internal investigation may be that (b) or (c) is required. In any case, an investigation by the police or procurator fiscal must be given precedence.¶

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5.4 The right of appeal against a decision not to investigate a Disclosure about the Principal and Chief Executive, will be to a panel of the Board of Management, which will not include the Chair.

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5.5 If the Disclosure was adjudged to be of malicious intent, then the Clerk may recommend that a disciplinary process be instigated against the discloser.

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5.6 All parties, including the discloser, will be advised by the Clerk of decisions and actions taken.

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¶ 5.4 . If the Clerk Secretary decides to proceed with further action, a decision will be required as to whether further internal and / or external procedures should need to be invoked.

6.0 REPORTING OF OUTCOMES

6.1 A full report on all Disclosures and any consequent actions taken will be made by the Clerk to the Audit Committee, unless the Committee Chair agrees otherwise, with a summary report being provided to the Board of Management, should the Audit Committee deem it appropriate.

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6.2 All reports will be retained for a period of 5 years.

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RELATED INFORMATION

- [College Financial Regulations – Whistleblowing and Code of Conduct sections](#)
- [Glasgow Clyde College Discipline Policy](#)
- [Glasgow Clyde College Grievance Policy](#)
- [Dignity at Work Procedure](#)
- [College Financial Regulations – Whistleblowing and Code of Conduct sections](#)
- [Anti Bribery, Fraud and Corruption Policy](#)
- [Public Interest Disclosure Act 1988](#)

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¶ The Good Governance Standard for Public Services¶

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ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting	19 May 2021
Paper Title	Assistant Principal HR Report
Agenda Item	21.25
Responsible Officer	Lorraine McGaw, Assistant Principal: Human Resources
Status	Disclosable
Action	For Discussion

1 INTRODUCTION

- 1.1 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 functions since the last Committee meeting, and which are not covered within other Organisational Development Committee papers.

2 ACADEMIC MANAGEMENT RESTRUCTURE

- 2.1 On 15 January 2021 the final Academic Management structure was published, and a message was sent to all staff from the Principal explaining that the structure had been finalised however due to the challenging environment that we continue to work and live in, a schedule for the population of the new structure was not included in the published documentation and was still being discussed.
- 2.2 On Monday 29 March 2021, following consultation with the Lecturing staff Trade Union representatives a full breakdown of all the Curriculum Manager (CM) posts was published along with an implementation timeline.
- 2.3 On Wednesday 31 March 2021, the application process opened for eligible staff to submit applications for the proposed 4 Curriculum and Quality Leader posts (CQL) and 48 Curriculum Manager posts (CM).
- 2.4 The application process for CQL posts closed on Monday 26 April 2021 and the CM application process closed on Wednesday 28 April 2021.
- 2.5 Interviews for the CQL posts will take place week beginning 10 May 2021 and the CM interview process will commence week beginning 17 May 2021.
- 2.6 At the time of writing this report of the 96 staff eligible to apply for the 52 posts, 16 have applied for and been accepted for Voluntary Severance and will vacate their posts on 31 July 2021. Another 17 have opted to step down from

their current promoted level with effect from 31 July 2021 and will received 4 years' salary conservation from this date.

- 2.7 The new Academic Management structure will be in place with effect from 1 August 2021.

3 VOLUNTARY SEVERANCE

3.1 Our Voluntary Severance Scheme was opened to all staff on Monday 18 January 2021 and had three application dates which have now passed. The scheme will remain open until 30 June 2021. Staff were advised that there was a limited budget available to support the Voluntary Severance Scheme and therefore applications made earlier in the process were likely to have a better chance of being approved. If, in the event, that the entire monetary figure to support the Scheme is allocated, then the Scheme would then close to further applications.

3.2 Where Voluntary Severance is approved, individuals will generally be expected to leave the College in line with their notice period and by **no later than 31 July 2021**.

3.3 Key decision-making dates were provided, when any applications received would be reviewed with further review dates being added if required:

- **Review Meeting 1**

- All applications received by **Friday 12 February 2021** were reviewed and decisions made and communicated by **Friday 5 March 2021**;

- **Review Meeting 2**

- All applications received by **Friday 12 March 2021** were reviewed and decisions made and communicated by **Friday 5 April 2021**; and

- **Review Meeting 3**

- All applications received by **Friday 16 April 2021** were reviewed and initial decisions made and communicated by **Friday 7 May 2021**.

3.4 Staff were also advised that there could be three possible outcomes following the review meetings:

- **Case refused** - if in light of the consultation process it is clear that the case cannot be supported at this time, Human Resources will write to the member of staff to explain this, and the case will not progress;

- **Case deferred** - in some cases it may not be possible to reach a decision straight away since it may be dependent on other decisions yet to be

made, such as in relation to wider staffing requirements. Where it is not possible to make an early decision, Human Resources will write to the member of staff to explain this, and, where possible, give an indication of the likely decision-making timescale.

A case may also be deferred if the College are waiting for confirmation of pension costs from the Strathclyde Pension Fund; and

- **Case agreed** - where it is agreed that a case may be supported, Human Resources will write to the member of staff with full details of the proposed Voluntary Severance arrangement.

3.5 Where Voluntary Severance is approved, individuals will generally be expected to leave the College in line with their notice period and by **no later than 31 July 2021**.

3.6 We have to date received 88 formal applications for Voluntary Severance broken down as follows.

Phase	Number of Applications
Phase 1	55
Phase 2	17
Phase 3	16

3.7 To date the following outcomes have been recorded from phase 1 and 2:

- Approved Applications – 29
(phase 3 applications are still being considered);
- Applications Rejected – 33
(phase 3 applications are still being considered);
- Applications deferred – 7
(phase 3 applications are still being considered); and
- Support staff decisions paused – 3
(pending departmental restructures).

3.8 The salary savings before on costs so far total £860k and break down as follows:

Staff Type	Number leaving	Savings
Lecturing Staff	7	£107,000
Promoted Lecturing Staff (Heads of Curriculum & Senior Lecturers)*	16	£650,000
Support Staff	7	£103,000

*staff affected by the Academic Management restructure

Phase 3 applications are still being considered.

4 SENIOR LEADERSHIP RECRUITMENT *REDACTED DUE TO PERSONAL DATA CONTENT*

5 LEGACY PROCEDURES

5.1 The College continues to operate with some legacy procedures. The procedures which cause the most difficulty for staff and for managers are the procedures that are now reserved for negotiation by the National Joint Negotiating Committee (NJNC) which are:

- Discipline;
- Grievance; and
- Absence Management.

5.2 The NJNC is the body with authority to negotiate and agree on the terms and conditions contained within the National Recognition and Procedure Agreement (NRPA), specifically:

- Pay;
- Working Hours;
- Class Contact Hours;
- Sick Pay;
- Annual Leave;
- Maternity Policy;
- Paternity Policy;
- Family Friendly Policies;
- Transfer to Permanent Status; and
- Grievance and Disciplinary Policies.

5.3 As these procedures form part of the NRPA it is very difficult for us to get the local Trade Union representatives to engage with us on these and agree any changes, it is however becoming increasingly difficult to get the local representatives to engage with us on any procedures.

5.4 We have asked the Employers' Association representative at Colleges Scotland for an update on any progress that is being made on National procedures and we have been advised that progress is exceptionally slow.

5.5 We are also currently trying to agree an amended interim college-wide Dignity and Respect procedure with our local Trade Union representatives. Both our GMB and EIS representatives have engaged with the process and have indicated that they would be willing to consider agreeing an interim procedure, however they have stated that they do not want to agree anything that would not be in line with the national position. Our Unison representatives have indicated that they are not prepared to agree a new procedure locally even

although Dignity and Respect is not one of the procedures listed in the original NRPA.

- 5.6 We are now discussing with Colleges Scotland the merits of asking the Joint Secretaries of the NJNC for a joint response on putting in place a new interim procedure until a National Procedure is agreed.
- 5.7 The Human Resources Team have also been instructed that where possible they should use the Glasgow Clyde College (GCC) procedures when dealing with any discipline or grievance cases. They will advise any members of staff wishing to raise a grievance that it is the organisation's preference to use the GCC procedure, the reason for this is that this procedure has been kept up to date and in line with current legislation requirements and it also offers the individual the most favourable terms. Likewise, anyone being disciplined will be advised that we will be using the GCC procedure for exactly the same reasons.

6 HR TEAM – NEW MEMBER OF STAFF

- 6.1 One of the HR Advisers resigned from her post to take up a promoted post with the Scottish Police Authority in January 2021. We now have a new HR Adviser, Vhairi Fraser who has joined us from Abellio where she worked as an HR Adviser.
- 6.2 Our Senior HR Adviser also announced that she was retiring at the beginning of the year, and we are currently in the process of recruiting a replacement.

7 RISK ANALYSIS

- 7.1 There are risks associated with continuing to use legacy procedures specifically to deal with any discipline and grievance situations. By agreeing that we will use the GCC version at the start of any process will help reduce this risk.
- 7.2 There is a risk that we will not have a new Deputy Principal in place in time for the current postholders new retirement date of 31 October 2021. Steps are currently being taken to reduce the likelihood of this being the case.

8 LEGAL IMPLICATIONS

- 8.1 There are no legal implications associated with this paper.

9 FINANCIAL IMPLICATIONS

9.1 The financial costs of the Voluntary Severance Scheme have already been considered and the ongoing savings have been outlined in this report.

10 REGIONAL OUTCOME AGREEMENT IMPLICATIONS

10.1 N/A

11 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

11.1 An Equality Impact Assessment of the Voluntary Severance Scheme is already in place.

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting	19 May 2021
Paper Title	Health and Safety Report
Agenda Item	21.26
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 and Safety from September 2020.

2 HEALTH AND SAFETY REVIEW

- 2.1 We have now published 23 of our 31 new procedures/guidelines to support the new overall Health and Safety policy. Of the 8 remaining documents, 2 procedures are with the Estates team for input, 1 is with Trade Union representatives for consultation, 4 are still to be finalised by Organisational Development, and the remaining 1 will be ready for consultation by June 2021.
- 2.2 As much of the associated training as possible will be undertaken online, however due to the practical nature of some of the Health and Safety topics, a few of these will be undertaken on a full return to campus.

3 STATISTICS

- 3.1 Following the closure of the College campuses on 20 March 2020 and the national lockdown that commenced from 23 March 2020, activities on campus decreased significantly, and currently are operating at less than 30% of the student population. The low occupancy levels are reflected in the reduced number of reports received for accidents statistics in the period under review when compared to the same periods in the previous year.

3.2 Accident Statistics 1 November 2020 to 31 January 2021

- 3.2.1 The accident statistics from 1 November 2020 to 31 January 2021 are attached in Appendix 1. There were 2 accidents reported in this period. In the period November 2019 to January 2020, the number was 31.

3.3 First Aid Call Outs

- 3.3.1 There were no first aid call outs reported in the period 1 November 2020 to 31 January 2021 (Appendix 2). In the same period last year the number was

34.

3.4 Near Miss Reports

3.4.1 There was 1 near miss reported in the period from 1 November 2020 to 31 January 2021 (Appendix 3). In the same period last year the number was zero.

3.5 Hazard Observations

3.5.1 There were 3 hazard observations reported during the period 1 November 2020 to 31 January 2021 (Appendix 4). Hazard Observations were only recorded from 1 February 2020 so there is no prior year comparator.

3.6 Accident Statistics 1 February 2021 to 30 April 2021

3.6.1 The accident statistics from 1 February 2021 to 30 April 2021 are attached in Appendix 5. There were 4 accidents reported in this period, one of which was RIDDOR-reportable. This arose from an injury to a finger, which a staff member sustained following a fall while working at home. The nature of the injury met the over 7-day requirement for RIDDOR reporting. In the same period last year there were 26 accidents reported.

3.7 First Aid Call Outs

3.7.1 Over the period 1 February to 30 April 2021 the College First Aiders attended to 1 first aid call out (Appendix 6). In the same period last year there were 24 first aid call outs reported.

3.8 Near Miss Reports

3.8.1 There were no near misses reported in the period from 1 February 2021 to 30 April 2021 (Appendix 7). In the same period last year there were 2 near misses reported.

3.9 Hazard Observations

3.9.1 There was 1 hazard observation reported during the period 1 February to 30 April 2021 (Appendix 8). In the same period last year the number was zero.

4 HEALTH AND SAFETY SERVICE DESK PROVISION

4.1 From 1 November 2020 to 30 April 2021, 59 requests were logged on the Health and Safety Service Desk. 40 of these requests have been closed by the Team and 19 requests are currently active. Live requests are, in the main, requests for Personal Emergency Evacuation Plans (PEEPS) or First Aid Alerts for students not currently attending campus, and industrial placement Risk Assessments for placements which are currently on hold due to Covid-19. There are a few requests for Display Screen Equipment,

support equipment and assessments for on campus working, and these will be addressed when the staff return to campus.

5 FIRE RISK ASSESSMENT

- 5.1 Progress continues to be made with implementing actions recommended in the Fire Risk Assessment. One of the main areas of progress has been the installation of additional refuge area communications in Anniesland campus and in the Skills Centre at Cardonald campus. The full Action Plan is monitored at the respective Campus forum meetings.

6 COVID-19

- 6.1 The Organisational Development Administrator will be co-ordinating the distribution and related recording of details for the Lateral Flow Tests for staff and students attending campus that wish to avail themselves of the testing.
- 6.2 The Team continue to work with staff across the College in providing advice and guidance on Covid-secure measures and the Health and Safety Officers are carrying out inspections across the 3 campuses.

7 RISK ASSESSMENT LIBRARY

- 7.1 The Risk Assessment Library, an online repository for all College Risk Assessments (excluding assessments directly related to individual staff members), is now live and fully operational. Staff can readily and easily access the assessments completed for their work areas, keeping themselves up to date with arrangements that have been put in place for their safety while at work.

8 RISK ANALYSIS

- 8.1 The risks associated with this paper are in connection with the College resuming increased level of activities on campus as the lockdown restrictions start to ease. Staff and students are reminded to maintain vigilance and adhere to government and health protection authorities' guidelines as the nation emerges from the strictest levels of lockdown. Compliance-fatigue may set in, but ongoing monitoring and communications about following critical safe behaviours will be maintained to prevent avoidable outbreaks. Support will also continue for staff and students who may require additional reassurance to overcome mental barriers and hesitance to commence physical interactions with others during in-person learning and engagement within the College.

9 LEGAL IMPLICATIONS

- 9.1 There are legal implications if the College does not comply with the HSE, Health Protection authorities' and Government Guidelines on Covid-19. The HSE and other regulatory bodies continue to carry out scheduled

and unannounced spot checks of workplaces. The College must continue to maintain its commitment to ensuring that the health and safety of its staff and students is not compromised as more people return to campus-based activities.

10 FINANCIAL IMPLICATIONS

- 10.1 The costs associated with the procurement of materials, hygiene products and any other items necessary to establish and maintain a Covid-secure environment across the College campuses continue to be collated.

11 REGIONAL OUTCOME AGREEMENT IMPLICATIONS

- 11.1 N/A

12 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

- 12.1 Equality Impact Assessments are undertaken for each new procedure being developed.

Appendix 1

Health & Safety

Accident Statistics for Glasgow Clyde College

1 November 2020 to 31 January 2021

Accident Category	Staff	Hospital	Riddor	Students	Hospital	Riddor	Contractors/ Visitors	Hospital	Riddor	Other	Hospital	Riddor	Total
Slip / Trip / Fall										1			1
Manual Handling													
Burns / Scalds													
Cuts				1									1
Machinery/Tool Cuts													
Eye Injuries													
Physical/Verbal Assault													
Reportable Disease													
Other													
TOTAL ACCIDENTS				1						1			2

*Next to each category there is a note of whether there was a requirement for a hospital visit or for the accident/incident to be reported to the HSE.

Appendix 2

First Aid Call Outs for Glasgow Clyde College

1 November 2020 to 31 January 2021

First Aid Call Outs	Staff	Hospital	Riddor	Students	Hospital	Riddor	Contractors/ Visitors	Hospital	Riddor	Other	Hospital	Riddor	Total
First Aid Call Outs													
TOTAL First Aid Call Outs													0

Appendix 3

Near Misses for Glasgow Clyde College

1 November 2020 to 31 January 2021

Near Misses	Staff	Hospital	Riddor	Students	Hospital	Riddor	Contractors/ Visitors	Hospital	Riddor	Other	Hospital	Riddor	Total
Near Misses										1			1
TOTAL Near Misses										1			1

Appendix 4

Hazard Observations for Glasgow Clyde College

1 November 2020 to 31 January 2021

Hazard Observations	Staff	Hospital	Riddor	Students	Hospital	Riddor	Contractors/ Visitors	Hospital	Riddor	Other	Hospital	Riddor	Total
Hazard Observations										3			3
TOTAL Hazard Observations										3			3

Appendix 5

Health & Safety Accident Statistics for Glasgow Clyde College 1 February 2021 – 30 April 2021

Accident Category	Staff	Hospital		Students	Riddor		Contractors/ Visitors	Hospital		Other	Riddor		Total
		Hospital	Riddor		Hospital	Riddor		Hospital	Riddor				
Slip / Trip / Fall	2	1	1	1	1								3
Manual Handling													
Burns / Scalds													
Cuts													
Machinery/Tool Cuts				1									1
Eye Injuries													
Physical/Verbal Assault													
Reportable Disease													
Other													
TOTAL ACCIDENTS	2	1	1	2	1								4

*Next to each category there is a note of whether there was a requirement for a hospital visit or for the accident/incident to be reported to the HSE.

1 x student sent to hospital after she fell down stairs and twisted her ankle.

1 x staff member tripped which resulted in a broken finger. This injury was reported to HSE as a **RIDDOR** since the staff member was unable to perform 100% of her duties in excess of three consecutive days.

Appendix 6

First Aid Call Outs for Glasgow Clyde College

1 February 2021 – 30 April 2021

First Aid Call Outs	Staff	Hospital	Riddor	Students	Hospital	Riddor	Contractors/ Visitors	Hospital	Riddor	Other	Hospital	Riddor	Total
First Aid Call Outs				1									1
TOTAL First Aid Call Outs				1									1

Appendix 7

Near Misses for Glasgow Clyde College

1 November 2019 – 31 January 2020

Near Misses	Staff	Hospital	Riddor	Students	Hospital	Riddor	Contractors/ Visitors	Hospital	Riddor	Other	Hospital	Riddor	Total
Near Misses													
TOTAL Near Misses	0												0

Appendix 8

Hazard Observations for Glasgow Clyde College

1 February 2021 – 30 April 2021

Hazard Observations	Staff	Hospital	Riddor	Students	Hospital	Riddor	Contractors/ Visitors	Hospital	Riddor	Other	Hospital	Riddor	Total
Hazard Observations										1			1
TOTAL Hazard Observations										1			1

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting	19 May 2021
Paper Title	KPI Report – Quarters 2 and 3
Agenda Item	21.27
Responsible Officer	Lorraine McGaw, Assistant Principal: Human Resources
Status	Disclosable (except HR KPIs)
Action	For Discussion

1 REPORT PURPOSE

- 1.1 This attached paper provides an update on the Key Performance Indicators for second and third Quarters of 2020/21, 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 note that the Human Resources Management KPIs are non-disclosable.

2 KEY PERFORMANCE INDICATORS

2.1 Occupational Health Surveillance

Due to COVID-19 there were no Occupational Health Surveillance tests in Quarter 2 or Quarter 3.

2.2 Health and Safety On-Line Induction Completion Rates

The completion of Health and Safety on-line induction continues to be a priority for the organisation. The figure in Quarter 3 has a 96% completion rate which is higher than previous periods and is mainly due to the direct involvement of the Principal sending reminders to line managers. The College has also now moved the induction programme over to the College Virtual Learning Environment CANVAS and this took effect in Quarter 3.

2.3 Working Days lost through Sickness Absence

The absence figure for Quarter 2 is 3.85% and for Quarter 3 is 3.87%, which is under the annual measured target figure of 4.1%. The Quarter 2 and Quarter 3 Absence Reports which are on the agenda provide full details of how these figures break down.

2.4 Working days lost to work related stress

The working days lost due to work related stress for Quarter 2 and Quarter 3

are 0.10% and 0.09%. The figure for Quarter 1 was calculated incorrectly in the previous report and has therefore been adjusted from 9.8% to 0.25%. As detailed in the Absence report for Quarter 2, we have cleansed our data limiting the choice for absence reason to 22 reasons. Our HR Advisers have also spoken to line managers about the importance of recording accurate absence information.

Although we have very low levels of work-related stress at this time, we anticipate that this is likely to rise next academic session as staff are expected to return to a more on campus way of life and return to the workplace. Responses to our HIVE system (which is our staff feedback system) as detailed in the Return and Resume report have provided us with a flavour of some of the anxieties our staff are feeling.

In terms of setting a target for work related stress it is proposed to use 1% for this academic session, however this may need to be reviewed for 2021/22.

2.5 Protected Characteristic Reporting Data

This is the first report to provide details on our protected characteristic data. The Equality and Diversity report, which is on the agenda, provides further details on the breakdown of this data.

2.6 % Permanent Staff Turnover

The permanent staff turnover figures for Quarter 2 and Quarter 3 are very low at 0.09% and 0.04%. The annual figure for 2019/2020 has also been adjusted to remove temporary staff turnover and is now 6% for the full year.

3 RISK ANALYSIS

3.1 There are no specific risks associated with this paper.

4 LEGAL IMPLICATIONS

4.1 There are no specific legal implications associated with this paper.

5 FINANCIAL IMPLICATIONS

5.1 There are no specific financial implications associated with this paper.

6 REGIONAL OUTCOME AGREEMENT IMPLICATIONS

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

7 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

7.1 N/A

Key Performance Indicator	Reporting	Target	2017/18	2018/19	2019/20	2020/21 Quarter 1	2020/21 Quarter 2	2020/21 Quarter 3	2020/21 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) 3%	0%	0%	0%	
Participation rate of staff in Healthy College events	Annually	All staff participation	321 (sessions)	106	(*2) 85				
HEALTH AND SAFETY									
Health and Safety induction completion rates	Quarterly	100% within 1 month	71%	30%	46%	46% (*3)	80%	96%	
Number of Near Misses Reported	Quarterly	Increase awareness of reporting	N/A	N/A	5	0	1	0	
Number of Accidents Reported	Quarterly	Increase awareness and reporting	84	97	87	6	2	4	
DEVELOPMENT AND TRAINING									
Staff induction completion rates	Quarterly	100% within 2 months	61%	51%	31%	15% (*4)	20%	96%	
% of probationary/progress reviews completed at 3 months	Annually	100%	90%	72%	82%				
% of probationary/progress reviews completed at 6 months	Annually	100%	49%	88%	88%				
% of successful probationary/progress reviews	Annually	95%	49%	88%	88%				
Support Staff PDP completion rate (%)	Annually	95%	N/A	22%	5%				
Average days training/CPD uptake per employee	Annually	3 days per staff member	Data Unavailable	Data Unavailable	Data Unavailable				
Level of permanent teaching staff with TQFE	Annually	90%	79%	74%	73%				
Lecturing staff PDP completion rate	Annually	95%	N/A	24%	17%				
SICKNESS ABSENCE									
Working days lost through sickness absence	Quarterly	4%	3.65%	4.59%	3.78%	3.47%	3.85%	3.87%	
Working days lost to work related stress	Quarterly	TBC	N/A	N/A	13.67%	0.25%	0.10%	0.09%	
STAFF DIVERSITY PROFILES									
Protected characteristic - age data recorded	Quarterly	85%	Data Unavailable	Data Unavailable	Data Unavailable	Data Unavailable	100%	100%	
Protected characteristic - disability data recorded	Quarterly	85%	TBC	Data Unavailable	Data Unavailable	Data Unavailable	51.57%	54.96%	
Protected characteristic - gender reassignment data recorded	Quarterly	85%	TBC	Data Unavailable	Data Unavailable	Data Unavailable	0%	20%	
Protected characteristic - race data recorded	Quarterly	85%	TBC	Data Unavailable	Data Unavailable	Data Unavailable	75.60%	78.53%	
Protected characteristic - religion or belief data recorded	Quarterly	85%	TBC	Data Unavailable	Data Unavailable	Data Unavailable	54.72%	58.49%	
Protected characteristic - sex data recorded	Quarterly	85%	TBC	Data Unavailable	Data Unavailable	Data Unavailable	100%	100%	
Protected characteristic - sexual orientation data recorded	Quarterly	85%	TBC	Data Unavailable	Data Unavailable	Data Unavailable	55.20%	59.26%	
Protected characteristic - Marriage & Civil Partnership data recorded	Quarterly	85%	TBC	Data Unavailable	Data Unavailable	Data Unavailable	0%	78.40%	
Protected characteristic - pregnancy & maternity data recorded	Quarterly	85%	TBC	Data Unavailable	Data Unavailable	Data Unavailable	100%	100%	
Equal Pay (Gender Pay Gap)	Annually	Less than 5.0%	5.77%	6.00%	6.00%				
RECRUITMENT AND RETENTION									
% Permanent staff voluntary turnover	Quarterly	5%	3.54%	4.44%	6.00%	2.00%	0.09%	0.04%	
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	12				
HUMAN RESOURCE MANAGEMENT									
Number of disciplinaries each year	Annually								
Number of grievances each year	Annually								
Number of capability reviews per year	Annually								
Number of dignity at work Cases	Annually								
Number of dismissals	Annually								

*1 The OH Provider was unable to give appointments until January and thereafter appointments in March and April were cancelled due to Covid-19

*2 The HC Day moved online and participation was difficult to monitor however this is the minimum number of participants we had

*3 This percentage increases to 60% when including Temporary and Evening Lecturers

*4 This percentage increases to 23% 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

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting	19 May 2021
Paper Title	Organisational Development Report
Agenda Item	21.28
Responsible Officer	Gillian Crankshaw, Organisational Development Manager
Status	Disclosable
Action	For Noting

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 January 2021.

2 TEACHING PROFESSIONAL PATHWAY

- 2.1 We have commenced the TQFE recruitment for 2021/22 and are supporting 15 staff to attend.
- 2.2 An information session has been organised in May 2021 to provide potential TQFE candidates with details on what they can expect from the course and also to explain the level of commitment that will be required.
- 2.3 This is to ensure that all of our candidates will have all of the information available to them to make an informed decision on whether they can attend the course this year and reduce potential drop offs.
- 2.4 We have accessed funding from the Flexible Workforce Development Fund to support Lecturing staff, who don't currently have a teaching qualification, to attend a Teaching Essentials course.
- 2.5 We have accessed funding for five cohorts of the course with a potential to train 60 staff.
- 2.6 Two cohorts are currently running, with the remaining three being currently advertised, to commence in May 2021.

3 STAFF LEARNING DAYS JUNE 2021

- 3.1 Due to the increased demands on staff to assist students to complete their courses, we have decided that the June 2021 CPD programme will be delivered over the course of a week to maximise the opportunities for staff to attend.

- 3.2 To optimise the learning offered on these days, we have sought feedback from College Managers on the priority development areas and will focus the programme around the identified priorities.

4 LEADERSHIP FRAMEWORK/CHARTER/PROGRAMME

- 4.1 We have been developing an enhanced induction programme for the new Curriculum Managers and Curriculum Quality Leaders in the Academic Management Restructure. Working with members of the Senior Leadership Team we have identified the key areas to address within the induction programme which will be ongoing for several months following implementation of the structure.
- 4.2 The induction programme will be developed in line with the leadership framework.
- 4.3 The CMI accredited course within our Leadership and Management Development Programme commenced in February 2021. There are 9 staff participating on the course and the group are now on their second module of 8.

5 EMPLOYEE ENGAGEMENT

5.1 Idea Box

- 5.1.1 We have received 395 comments since the launch of Idea box, all have received a response from Organisational Development to ensure they know their comments have been looked at.

5.2 High Fives – Clyde Shout-Out

- 5.2.1 Clyde Shout Out was launched on 26 April 2021 and 31 “shout-outs” have been given, 14 of these have been under the Passionate value, 6 for the Pioneering value and 11 for the People Centred value.

5.3 People Excellence Awards

- 5.3.1 On Friday 19 February 2021 we live streamed our People Excellence Awards ceremony, to celebrate the exceptional contribution made by individuals or teams since March 2020, which exemplify the College Values.
- 5.3.2 The event was run by an internal production team from Organisational Development and the Business, Creative & Digital Industries Faculty. This was the first time an event of this kind has been delivered by an internal team.
- 5.3.3 The live ceremony was hosted by Rhona Lang, first year HND Media and Communication Student and Jon Vincent, Principal and CEO, and it was available for all staff to watch on YouTube.

- 5.3.4 We received a total of 133 nominations. Further information can be found in Appendix 1.
- 5.3.5 A panel of judges selected from across the College reviewed the nominations and agreed on the winners. The Principal also chose his winner for the Principal's Award.
- 5.3.6 The nominees and winners were announced at the ceremony and details of all the nominations were posted on the Organisational Development page of the intranet. See details of the award winners in Appendix 2.

6 INTERNAL COMMUNICATIONS

- 6.1 A series of articles entitled "Spotlight On" will be published in Clyde Connects over the coming months. These articles will focus on each department/school and provide an overview of their function.

7 HEALTHY COLLEGE DAY

- 7.1 For the same reasons as we are expanding our June 2021 CPD Programme delivery over a week, we have decided to put on Healthy College activities over a week in June rather than on one day. This should give more staff the opportunity to participate in some events.

8 RISK ANALYSIS

- 8.1 There are no specific risks associated with this paper.

9 LEGAL IMPLICATIONS

- 9.1 There are no legal implications associated with this paper.

10 FINANCIAL IMPLICATIONS

- 10.1 There are no financial implications associated with this paper.

11 REGIONAL OUTCOME AGREEMENT IMPLICATIONS

- 11.1 N/A

12 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

- 12.1 N/A



GLASGOW CLYDE
• EDUCATION •
FOUNDATION



PEOPLE EXCELLENCE AWARDS

IN RESPONSE TO THE COVID-19 PANDEMIC



EMPLOYEE OF THE YEAR 2020

Uche Okoli

Senior Health & Safety Officer

Organisational Development

TEAM OF THE YEAR

Cleaning Team

Estates



PRINCIPAL'S AWARD

E-Learning

PIONEERING - INNOVATIVE TEACHING PRACTICE



**Deborah Meechan,
Lecturer
Early Years & Social Care**

PIONEERING - INNOVATIVE SUPPORT INITIATIVE



**Garry Macdonald
Faculty Technician,
Construction & Land Based Industries**

PEOPLE CENTRED - BEST CUSTOMER FOCUSED SOLUTION



**Campus Team
Estates**

PRINCIPLED - CHAMPIONING DIVERSITY, PROMOTING INCLUSION

Hazel Blair
Learning Inclusion Adviser
Equality & Inclusion



PASSIONATE - INSPIRING & MOTIVATING



Laura Kidger
Senior Lecturer
Health & Life Sciences

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting	19 May 2021
Paper Title	Assessment of Procedures <i>In response to University of Strathclyde Inquiry Report and Independent Review Report at Heriot-Watt University</i>
Agenda Item	21.29
Responsible Officer	Lorraine McGaw, Assistant Principal: Human Resources
Status	Disclosable
Action	For Noting

1 BACKGROUND

- 1.1 A member of staff at two Scottish education institutions, Kevin O’Gorman, was convicted of sexually assaulting seven men whilst employed. He was a member of lecturing staff at Strathclyde and Heriot-Watt universities between 2006 and 2017.

Following his conviction in 2019, both Universities commissioned independent investigations to review the processes by which Mr O’Gorman was employed and how complaints made by staff and students were handled.

Following the publication of the reports the Scottish Funding Council wrote to all Universities and Colleges requesting that they carry-out a self-assessment of their own procedures against the key findings, implement any necessary improvements, and report on the outcome. This paper provides a summary of this self-assessment of the College’s procedures.

1.2 University of Strathclyde Inquiry Report

On 9 November 2020, the University of Strathclyde published an independent QC-led Inquiry Report into the University’s handling of past complaints of sexual misconduct against a former member of staff. The full report can be accessed using the following link:

<https://www.strath.ac.uk/whystathclyde/news/statementfromprofessorsirjimcdonaldprincipalvicechancellor/>

1.3 Heriot-Watt University Independent Review

Heriot-Watt University also separately commissioned an independent QC-led review of systems and processes around the recruitment of Mr O’Gorman, the collation of complaints and concerns and his dismissal. The report was published on 18 May 2020 and can be accessed using the following link.

<https://www.hw.ac.uk/news/articles/2020/heriot-watt-universitwelcomes-publication.htm>

2 RECOMMENDATIONS

Both the University of Strathclyde Report and the Heriot-Watt University Independent Review have identified a number of recommendations mainly around the recruitment practices and complaint handling procedures.

Detailed below are the recommendations made along with Glasgow Clyde College's (GCC) assessment of our own practices in these areas:

2.1 Recruitment

2.1.1 *Pre-employment background checks must be undertaken at the beginning of the employment relationship.*

At GCC any new member of lecturing staff must have gone through a PVG Disclosure Scotland check prior to starting work in the College, this includes temporary members of staff. On occasion requests are made to Human Resources about a member of staff starting work without the PVG being in place. These requests are very rarely granted, unless 100% supervision is in place for the member of staff especially if the member of staff has access to students.

The College also request Disclosure Scotland checks for support members of staff and these need to be in place prior to a new member of staff commencing employment at the College.

Once the disclose check is received by Human Resources the appropriate line manager is advised that the check is complete, and that the new member of staff can start work.

2.1.2 *A full recruitment process should be undertaken for all posts within the College. Where the recruitment is not competitive (i.e. only one candidate) special care should be taken to scrutinising that application.*

GCC advertise all vacancies internally and where appropriate externally and nobody is appointed without a competitive interview process. On the rare occasions where there is only one candidate for a post, this would only happen if the post was advertised internally only, then an explanation of the process and the proposed appointment will now be recorded by the Head of Human Resources.

2.1.3 *To identify current best practice for appropriate decision-making in relation to existing staff members at the College, to include decisions relating to retention, promotion, and contract extensions.*

All promotion opportunities within the college are advertised internally and,

in some cases, externally and a full recruitment process is undertaken. In terms of contract extensions these would be submitted to the College Staffing Group for consideration by both Vice Principals, the Assistant Principal for Human Resources, and the Head of Human Resources to consider before being approved or refused.

- 2.1.4 *References should not be restricted to academic references only. Employment references should be obtained.*

The Human Resources Team always request two employment references prior to any new appointment and any offer of employment is on the basis of these references being acceptable to the College. Once the references are received, they are shared with the recruiting managers and signed off.

New guidance is being prepared to issue to all members of staff about providing both employment references and academic references for teaching staff. All employment references and academic references should be sent out from the Human Resources Team.

- 2.1.5 *Where information is provided about candidates through informal channels, and where that information appears to be credible and to raise matters of concern, it should be referred to the Head of Human Resources. Decisions about what use can be made of the information, which is conveyed informally, and what weight, if any, should be placed on it, should be managed by Human Resources.*

There is currently no provision for this type of process within our recruitment policy and procedure. Although there have been occasions when information has been passed to the College informally regarding an applicant there is currently no way of acting upon this information in place. This is currently being reviewed and the College will have to consult with our trade unions on this matter.

2.2 **Complaints**

- 2.2.1 *The College should consider whether there should be express provision in the Complaints Policy/Procedure to the effect that members of staff can make representative complaints on behalf of students, and whether it is necessary to review practice in relation to the treatment of issues raised informally.*

Section 7.1.1 (below) of the Complaints Handling Procedure makes allowance for complaints on behalf of others – which although does not explicitly refer to staff on behalf of students it could be applied in this regard. However, we could add this specifically into the section below.

'Sometimes a customer may be unable or reluctant to make a complaint on their own. We will accept complaints from third parties, which may include relatives, friends, advocates, and advisers. Where a complaint is made on

behalf of a customer, we must ensure that the customer has authorised the person to act on their behalf. It is good practice to ensure the customer understands their personal information will be shared as part of the complaints handling process (particularly where this includes sensitive personal information). This can include complaints brought by parents on behalf of their child if the child is considered to have capacity to make decisions for themselves'. (7.1.1)

In cases of serious complaints, a staff member would use the College Safeguarding procedure and alert the relevant Safeguarding Officer of any allegations of abuse etc. The procedure is titled 'Safeguarding children, young people and protected adults'.

- 2.2.2 *Review the length of time a student has to make a complaint about a member of staff. If that complaint is of or concerning sexual misconduct it should not be subject to any indicative time limit.*

Whilst the new Complaints Handling Procedure has a 6-month time limit for making complaints our procedure clearly highlights that this time limit will be applied with discretion considering the seriousness of the issue. We have investigated cases dating back 5 years due to the serious nature of the allegations involved.

In addition, the SPSO have discretion to waive this time limit in special circumstances (and may consider doing so in cases where we have waived our own time limit).

- 2.2.3 *Ensure that in the wording in the Complaints Procedure and Dignity and Respect procedure it is clear that no complainer will be disadvantaged as a result of making a complaint and reassure the reader that complaint handlers are aware that staff members who have behaved unacceptably may have expressly or impliedly represented, by words or conduct, and directly or indirectly, that they have power to influence the academic career of a student or staff member who complains about their behaviour, that making such representations is in itself behaviour meriting disciplinary sanction.*

The College can do further work on this recommendation to update the procedure. In relation to supporting complainers who may have concerns at the moment the new procedure states:

'All members of the community have the right to equal access to our complaints procedure. It is important to recognise the barriers that some customers may face complaining. These may be physical, sensory, communication or language barriers, but can also include their anxieties and concerns. Customers may need support to overcome these barriers'. (Part 2 - 4.1)

We will review and add wording to the procedure to ensure that this recommendation is adequately covered in the new procedure.

2.2.4 *Recording the outcomes and significant decisions made in processing a complaint.*

The College has a very well documented process for dealing with complaints which includes the recording of significant decisions and outcomes. Senior Management also review the information reported on complaints regularly to ensure that any trends or wider issues, which may not be obvious from individual complaints, are quickly identified and addressed.

We currently collate information on recurring complaints against the same staff members and this information is shared with the Assistant Principal Human Resources who reviews it to ensure that there is nothing that would merit further investigation. A further review of how this information could be used better will be undertaken.

2.2.5 *The College's Dignity and Respect Policy for staff and students should be distributed as a matter of routine and should be readily available on the college website and intranet. Regular messages about Dignity and Respect and should be regularly communicated.*

The College has just undertaken a review of its' Dignity and Respect procedure and has agreed a joint statement with the trade unions to be issued to all staff.

There is also a Student Charter in place as well as an Equality & Respect statement that are shared with students during their induction period.

A Safeguarding procedure is also in place, which includes specific guidance regarding any safeguarding allegations made against a member of staff, which would include sexual misconduct and highlights the reporting mechanisms to be used.

2.2.6 *Anonymous complaints will be considered if there is enough information in the complaint to enable the College to make further enquiries.*

The Complaints procedure states the following:

'We value all complaints, including anonymous complaints, and will take action to consider them further wherever this is appropriate. Generally, we will consider anonymous complaints if there is enough information in the complaint to enable us to make further enquiries. Any decision not to pursue an anonymous complaint must be authorised by an appropriate manager'. (Part 2 - 7.3.1)

'If an anonymous complainant makes serious allegations, these should be dealt with in a timely manner under relevant procedures. This may not be the complaints procedure and could instead be relevant child protection, adult protection, or disciplinary procedures'. (Part 2 – 7.3.3)

We also have a 'Guide to Dealing with Anonymous Communications Regarding Members of Staff' in place that sits out with the complaints procedure. The guidance states that any anonymous complaints should be directed to the Assistant Principal Human Resources who has an oversight of these and takes the appropriate action.

3 OTHER RECOMMENDATIONS

- 3.1 *The College should consider whether it is necessary to put in place formal guidance on the use of social media by members of staff in communicating with students.*

The College have a formal Digital and Social Media Guideline document which provides rules and guidance relating to staff responsibilities when using any form of digital or social media platform. In relation to communicating with students it states:

'Professionalism must be maintained at all times and that includes not using social networking to engage in relationships with students, breach student confidentiality, defame employers, purvey lies or spread materials and opinions that could be deemed offensive. In line with our Dignity at Work procedure, under no circumstances should offensive or abusive comments be made about College colleagues on the Internet'. (10.4.3)

'Relationships with students: Don't accept any friend requests or use sites to enter into any personal relationships with students; simply tick the 'decline' option giving no reason'. (10.7.1)

It is however accepted that more work can be done in this area to ensure that staff are left in no doubt about the expectations that the college has around social media and communicating with students. Additional training in this area is currently being considered.

A Personal Relationships Procedure was also put in place by the College last year and applies to all members of staff.

- 3.2 *The College should keep under review the support provided to members of staff who have direct responsibility for providing advice and support to students.*

The Assistant Principal Student Experience is currently reviewing the organisational structure of the student advice and support functions within Glasgow Clyde and is investigating models of supervision for appropriate staff.

4 CONCLUSION

Glasgow Clyde College has assessed their current practices as requested by the Scottish Funding Council and reviewed all of the recommendations

made in both reports. An Assessment against all of the recommendations made is attached in Appendix 1.

5 RISK ANALYSIS

5.1 The key actions in the action plan will address any potential risks identified in the reports.

6 LEGAL IMPLICATIONS

6.1 There are no legal implications associated with this paper.

7 FINANCIAL IMPLICATIONS

7.1 There are no financial implications associated with this paper.

8 REGIONAL OUTCOME AGREEMENT IMPLICATIONS

8.1 N/A

9 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

9.1 N/A

Report Action	Internal Action	Responsibility	Target Date
RECRUITMENT			
A full recruitment process should be undertaken for all posts within the College. Where the recruitment is not competitive (i.e., only one candidate) special care should be taken to scrutinising that application.	Ensure that a process is in place within HR to record any occasions when recruitment takes place and there is only one candidate interviewed for the post.	Assistant Principal Human Resources	May 2021
References should not be restricted to academic references only. Employment references should be obtained.	New guidance to be prepared and issued to all appropriate members of staff about providing both employment references and academic references for teaching staff.	Assistant Principal Human Resources	May 2021
Where information is provided about candidates through informal channels, and where that information appears to be credible and to raise matters of concern, it should be referred to the Head of Human Resources. Decisions about what use can be made of the information, which is conveyed informally, and what weight, if any, should be placed on it, should be managed by Human Resources.	The process for dealing with informal channels for information about candidates for employment is not part of the College recruitment process. This needs to be considered further.	Assistant Principal Human Resources	September 2021
COMPLAINTS			
The College should consider whether there should be express provision in the Complaints Policy/Procedure to the effect that members of staff can make representative complaints on behalf of students, and whether it is necessary to review practice in relation to the treatment of issues raised informally.	Although Section 7.1.1 of the Complaints Handling Procedure makes allowance for complaints on behalf of others – which although does not explicitly refer to staff on behalf of students it could be applied in this regard. However, we need to consider adding this specifically into the section.	Assistant Principal Quality and Performance	May 2021

Report Action	Internal Action	Responsibility	Target Date
Ensure that the wording in the Complaints Procedure and Dignity and Respect procedure it is clear that no complainer will be disadvantaged as a result of making a complaint and reassure the reader that complaint handlers are aware that staff members who have behaved unacceptably may have expressly or impliedly represented, by words or conduct, and directly or indirectly, that they have power to influence the academic career of a student or staff member who complains about their behaviour, that making such representations is in itself behaviour meriting disciplinary sanction.	The wording of the procedure needs to be reviewed to ensure that this recommendation is adequately covered in the new procedure.	Assistant Principal Quality and Performance	May 2021
Recording the outcomes and significant decisions made in processing a complaint.	We currently collate information on recurring complaints against the same staff members and this information is shared with the Assistant Principal Human Resources. A further review of how this information could be used better needs to be undertaken.	Assistant Principal Quality and Performance/Assistant Principal Human Resources	June 2021
The College's Dignity and Respect Policy for staff and students should be distributed as a matter of routine and should be readily available on the college website and intranet. Regular messages about Dignity and Respect and should be regularly communicated.	A review of how often this information is distributed to Students and Staff needs to be undertaken and a check to ensure that the information is readily available undertaken.	Assistant Principal Student Experience/Assistant Principal Human Resources	June 2021
OTHER			
The College should keep under review the support provided to members of staff who have direct	The support provided to members of staff who have direct responsibility for providing	Assistant Principal Student Experience	August 2021

Report Action	Internal Action	Responsibility	Target Date
responsibility for providing advice and support to students.	advice and support to students needs to be reviewed appropriate models of supervision also need to be put in place.		

Assessment of Procedures

RECRUITMENT

	Yes	More Work Required	No
Pre-employment background checks must be undertaken at the beginning of the employment relationship.	✓		
A full recruitment process should be undertaken for all posts within the College. Where the recruitment is not competitive (i.e. only one candidate) special care should be taken to scrutinising that application.		✓	
To identify current best practice for appropriate decision-making in relation to existing staff members at the College, to include decisions relating to retention, promotion and contract extensions	✓		
References should not be restricted to academic references only. Employment references should be obtained.		✓	
Where information is provided about candidates through informal channels, and where that information appears to be credible and to raise matters of concern, it should be referred to the Head of Human Resources. Decisions about what use can be made of the information, which is conveyed informally, and what weight, if any, should be placed on it, should be managed by Human Resources.		✓	

COMPLAINTS

	Yes	More Work Required	No
The College should consider whether there should be express provision in the Complaints Policy/Procedure to the effect that members of staff can make representative complaints on behalf of students, and whether it is necessary to review practice in relation to the treatment of issues raised informally.		✓	
Review the length of time a student has to make a complaint about a member of staff. If that complaint is of or concerning sexual misconduct it should not be subject to any indicative time limit.	✓		
Ensure that the wording in the Complaints Procedure and Dignity and Respect procedure it is clear that no complainer will be disadvantaged as a result of making a complaint and reassure the reader that complaint handlers are aware that staff members who have behaved unacceptably may have expressly or impliedly represented, by words or conduct, and directly or indirectly, that they have power to influence the academic career of a student or staff member who complains about their behaviour, that making such representations is in itself behaviour meriting disciplinary sanction.		✓	
Recording the outcomes and significant decisions made in processing a complaint.		✓	
The College's Dignity and Respect Policy for staff and students should be distributed as a matter of routine and should be readily available on the college website and intranet. Regular messages about Dignity and Respect and should be regularly communicated.		✓	
Anonymous complaints will be considered if there is enough information in the complaint to enable the College to make further enquiries.	✓		

OTHER

	Yes	More Work Required	No
The College should consider whether it is necessary to put in place formal guidance on the use of social media by members of staff in communicating with students.	✓		
The College should keep under review the support provided to members of staff who have direct responsibility for providing advice and support to students.		✓	