

MINUTE OF THE MEETING OF THE ORGANISATIONAL DEVELOPMENT COMMITTEE HELD ON WEDNESDAY 19 MAY 2021 at 4.30PM.

The meeting was held remotely using ZOOM due to COVID-19 Restrictions

PRESENT:

S Heidinger	Committee Chair
M Docherty	Committee Member
K Kacica	Committee Member
G McGuinness	Committee Member
J Vincent	Committee Member
C Walker	Committee Member

IN ATTENDANCE:

G Crankshaw	Organisational Development Manager
D Marshall (to item 21.21)	Assistant Principal Student Experience
L McGaw	Assistant Principal: Human Resources
N Patton	Head of Human Resources
J Thomson	Vice Principal: Resources & College Development
C McConnell	Clerk to the Board (Minute Taker)

21.15 WELCOME AND APOLOGIES

ACTION

The Chair welcomed all to the meeting which was being held remotely using Zoom.
There were no apologies.

21.16 DECLARATIONS OF INTEREST

There were no declarations of interest.

21.17 MINUTE OF PREVIOUS MEETING: 27JANUARY 2021

The Minute was accepted as a true and accurate record of the meeting on 27 January 2021.

21.18 MATTERS ARISING- Action Grid

The Committee discussed the actions detailed in the action grid. The Committee noted the use of HIVE to obtain staff feedback. However, the Committee also encouraged the distribution of a short pulse survey of staff and, as discussed at the previous meeting of the Committee, the Chair asked for sight of the questions to be included prior to issue.
The Committee also commented on the work being done to ensure all staff complete a Personal Development Plan and strongly recommended that this work should continue.

LMCG

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

21.19 NOTES FROM JOINT CONSULTATION AND NEGOTIATING COMMITTEE MEETINGS

J Thomson spoke to the report and highlighted the following issues:-

- Agile working has been discussed at all meetings;
- Weekly meetings have taken place on the safe return to campus;
- Consultation has taken place in relation to support staff voluntary severance applications

The Committee noted the report.

Items for Discussion

21.20 EQUALITY MAINSTREAMING REPORT

D Marshall spoke to the paper which contained a draft of the College's Equality Mainstreaming Report.

The Committee was advised that the purpose of the report is to outline the College's progress on mainstreaming the general equality duty into all functions and in gathering and using information on the protected characteristics of staff.

The Committee heard of the College's focus on four equality workstreams which are being fine-tuned:-

- (1) Recruiting a diverse workforce;
- (2) Developing a sense of belonging and safety
- (3) Meeting needs of disabled staff and students; and
- (4) Establishing an inclusive curriculum.

The Committee discussed the content of the draft report and made some suggestions for improvement to layout and content. D Marshall welcomed any further comments outside of the meeting.

The Committee commented on the importance of demonstrating the range of positive activity being undertaken across the College to provide support to students.

ALL

The Committee asked for a copy of the final report to be circulated.

DM

21.21 EQUALITY AND DIVERSITY REPORT

L McGaw spoke to the report which provided the Committee with an update on progress in staff disclosure of equality information. The Committee discussed options for encouraging staff to provide the desired data. The Committee suggested that staff should be given examples of the positive benefits which have come from the data provided and be provided with further assurances as to the anonymity and confidentiality of the information.

LMCG

The report also provided information on the College's ethnicity profile as the Committee had previously expressed concern that the staff profile does not reflect that of the local community.

The Committee discussed a draft Ethnicity Action Plan which outlined steps which can be taken to attempt to enhance the diversity of the workforce to better reflect the make-up of local communities.

The Committee discussed the benefits of ensuring diversity both in support and teaching staff to reflect the ethnicity of the community. The Committee also commented on the need to ensure diversity at Board level by using appropriate advertising channels to ensure that candidates from ethnic minorities are encouraged to apply for future opportunities.

LMcG

The Committee recognised the difficulty of obtaining benchmarking data as the most recent data currently available is from the census in 2011 and agreed that other possible sources should be explored, for example through College networks.

The Committee noted the report.

21.22 ATTENDANCE MANAGEMENT REPORT

N Patton was invited to speak to the Report issued with the agenda which detailed absence rates for the periods Q2 (1 November 2020 to 31 January 2021) and Q3 (1 February 2021 to 30 April 2021).

The Committee noted that the overall percentage sickness absence in Q2 was 3.85% and in Q3 was 3.87% - both of which were below the target figure of 4.1%.

In Q2, COVID-19 was the highest cause of Short-Term absence (under 4 weeks), with a number of staff unable to attend on-campus work due to their self-isolating. The highest single cause of long term absence was 'Heart, Cardiac and Circulation'.

In Q3, Non-Work-Related Anxiety/Stress/Depression was noted as the highest cause of Short-Term absence with the highest cause of long term absence due to 'Non-Related Work Anxiety/Stress/Depression'.

The Committee discussed the figures and asked that, in future, the report provide more focused information to align with the College staffing structure.

Committee members commented that it would be sufficient for them to receive details of the overall absence levels together with information as to the reasons for the absences, an indication of identified patterns of absence and proposed actions to address these.

NP

The Committee noted the report.

21.23 STAFF RETURN AND RESUME POST COVID

L McGaw spoke to the report which provided an update to the Committee on the steps being taken to ensure a safe return to campus for staff.

The Committee heard of the continuing weekly engagement with support staff unions to discuss return to campus activities which are being closely monitored.

The Committee discussed the proposals to introduce more agile working on a large scale throughout the College, recognising that this is one of the biggest people related strategic changes for the organisation. Given this significance, the Committee would welcome further discussion on College plans for long-term hybrid working.

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The Committee recognised the challenges which will be faced and commented that it will be important to define business parameters and ensure that staff are kept apprised of what will be expected.

21.24 UNETHICAL BEHAVIOUR AND WHISTLEBLOWING POLICY AND PROCEDURE

C McConnell spoke to the report which contained an amended Whistleblowing Policy and Whistleblowing Procedure.

The Committee noted that an internal audit report had recommended that the Procedure should be reviewed.

The Committee discussed the Policy and Procedure and commented that it can be extremely difficult for staff to speak up. The Committee also emphasised the importance of ensuring the links with other policies such as the Discipline Policy and Grievance Policy are clear.

The Committee discussed the difficulty in approving changes to Procedures in the context of national bargaining and expressed extreme frustration at the current situation which limits the ability of the Board to progress elements of its own agenda. The Committee noted that there is a limited list of topics which are covered by the national agreement and that whistleblowing is not included.

The Committee agreed therefore:-

- (1) that the Audit Committee should be advised that it recommends approval of the Procedure and agreed that the Procedure should thereafter be discussed with the Trade Union at a local level; and
- (2) that the Audit Committee and Board should be advised that it recommends approval of the Policy as a legally compliant draft.

CMcC

CMcC

21.25 ASSISTANT PRINCIPAL HR REPORT

L McGaw spoke to the report which provided an update on activity within the Human Resources and Organisational Development functions which is not covered within other Organisational Development Committee papers.

The Committee noted the position as regards the academic restructure and the voluntary severance scheme which has been opened to all staff since January 2021.

The Committee noted that there had been 72 formal applications for Voluntary Severance from Phases 1 and 2, of which 29 had been approved, 33 rejected, 7 deferred and 3 paused to date. Phase 3 applications are still under consideration. The Committee noted that it was expected that salary savings would be achieved in line with targets.

The Committee noted the difficulties being faced by the continued use of legacy procedures which are reserved for negotiation by the National Joint Negotiating Committee (NJNC). The Committee commented that some legacy procedures were no longer compliant with best practice and therefore individual staff members were being encouraged to use updated, and more favourable, versions. In the Committee's view, the status quo is not acceptable and alternative solutions should be sought to ensure that the College's policies are legally compliant and give staff clarity on what policies/ procedures are applicable.

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The Committee again emphasised their frustration with the implications of national bargaining on College policy.

21.26 HEALTH AND SAFETY REPORT

G Cranshaw spoke to the report which accompanied the agenda. The Committee noted that 23 new procedures/guidelines have been published in support of the new overall Health and Safety Policy with eight still to be finalised.

The Committee considered the various detailed Health and Safety statistics recognising that these have been impacted by the reduced attendance on campus.

The Committee noted that there had been a delay in the delivery of lateral tests and associated instructions.

21.27 KPI REPORT

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

The Committee noted the performance against Key Performance Indicators for Quarters 2 and 3 in the following areas:-

- Occupational Health Surveillance
- Health and Safety Online Induction Completion Rates
- Working Days lost through Sickness Absence
- Working days lost to work related stress
- Protected Characteristic Reporting Data

The Committee welcomed the improvements in induction completion rates and the introduction of targets for gathering the various categories of protected characteristic data.

The Committee also agreed that a target of 1% of working days lost to work related stress should be set and that this should be

LMcG

reviewed in one year to assess the impact of staff return to campus.

The Committee agreed that, as previously decided, it was not necessary to report against a numerical target for Permanent Staff turnover.

For Noting

21.28 ORGANISATIONAL DEVELOPMENT REPORT

G Cranshaw spoke to the report which provided the Committee with information on some of the recent activities of the Organisational Development team.

The Committee noted that there had been a move to offering shorter, more flexible courses in place of the staff learning days in June as teaching staff are likely to be focused on ensuring courses can be completed.

The Committee heard of the success of the People Excellence Awards in February 2021 which attracted 133 nominations.

The Committee also welcomed the introduction of the Clyde Shout Out in April 2021 with 31 “shout-outs” given to date.

The Committee noted the report.

21.29 ASSESSMENT OF PROCEDURES REPORT

L McGaw spoke to the report which provided the Committee with a summary of the College’s self-assessment of its procedures.

The exercise was undertaken in response to a request from the Scottish Funding Council’s following the conviction of a member of lecturing staff at Strathclyde and Heriot Watt universities for sexual assault.

The assessment reviewed the College’s practices in each of the following areas:

- Recruitment checks
- Complaints handling
- Use of social media
- Models of supervision

The Committee commented that in some situations it takes courage to come forward with a complaint and this should always be encouraged- including through 3rd parties where appropriate.

The Committee noted that there is an action plan which will be discussed by the Senior Leadership Team and asked that a follow up report is provided to the Committee at its meeting in January 2022.

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21.30 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

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

21.31 REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)

Papers to be disclosed as per the coversheet.

21.32 ANY OTHER BUSINESS

There was no other business.

DATE OF NEXT MEETING

22nd September 2021 at 4.30pm