

MINUTE OF THE MEETING OF THE ORGANISATIONAL DEVELOPMENT COMMITTEE HELD ON WEDNESDAY 21 SEPTEMBER 2022 at 4.30PM via TEAMS

PRESENT:

S Heidinger	Committee Chair
M Docherty	Committee Member (from Agenda Item 22.25 onwards)
C Walker	Committee Member
J Vincent	Committee Member
S McKenna	Committee Member

IN ATTENDANCE:

J Thomson	Vice Principal: Resources & College Development
L McGaw	Assistant Principal: Human Resources
N Patton	Head of Human Resources
K Mavor	Clerk to the Board (Minute Taker)

22.20 WELCOME AND APOLOGIES

ACTION

The Chair welcomed all to the meeting, which was held remotely via Teams. A particular welcome was extended to S McKenna who joined her first Committee meeting.

The Chair noted apologies from G McGuinness and G Crankshaw.

22.21 DECLARATIONS OF INTEREST

The Student Experience restructure has now concluded but is referred to in the papers. C Walker declared an interest in relation to this restructure. There were no further declarations of interest.

22.22 MINUTE OF PREVIOUS MEETING: 4 MAY 2022

The Minute was accepted as a true and accurate record of the meeting.

22.23 MATTERS ARISING - ACTION GRID

The action grid was considered by the Committee. It was noted that an interim absence policy was progressing and this policy requires a wellbeing discussion with line managers following a period of absence. Training would be provided to line managers to ensure that these discussions are caring and meaningful. It was further noted that the absence report for the next meeting would include both approaches to recording absence figures. With regard to the dignity and respect at work procedure, it was agreed that this should be provided to this Committee via email prior to being published.

NP

LMcG

The Committee discussed the importance of making every effort to ensure there is progress with obtaining collective agreement in relation to policies. However, it was agreed that there were risks associated with the 'policy gap' where national bargaining has not progressed. It was agreed that the College should proceed with caution to try and fill these policy gaps, where appropriate.

No further comments were made on the action grid.

22.24 NOTES OF SUPPORT AND TEACHING JCNC MEETINGS

J Thomson presented this report which provided a summary of the Joint Consultation and Negotiation Committee (JCNC) meetings with the lecturing and support staff unions that had taken place since the last Committee meeting on 4 May 2022. As it was the start of the 2022/23 session, this report was briefer than usual. The Committee noted the updates in relation to the Support Staff JCNC meeting which had taken place. The update in relation to the 16 September Lecturing Staff JCNC meeting will be provided at the next meeting.

The Committee noted that the COVID Response Committee continues to meet fortnightly but the frequency of these meetings may change to monthly.

The Committee thanked J Thomson for the update and noted that there was nothing within the paper which required to be brought to the Board's attention.

Items for Discussion

22.25 ASSISTANT PRINCIPAL HR REPORT

L McGaw spoke to the report which provided the Committee with an update on activity within the Human Resources and Organisational Development functions since the last Committee meeting.

The Committee noted that the student experience restructure was now complete. The Committee was advised that the success of this restructure would be measured 6-8 months after the new structure had embedded with a more detailed review taking place after one year.

An update was provided on the Commercial and External Funding Restructure with details of the relevant timescales being provided to the Committee. The Committee was assured that the key dates and stages of the process had been communicated clearly to staff. JV advised that the purpose of this restructure was to review the Commercial Development staffing to enable the ambitious targets to be met. This restructure was not designed to be a cost savings measure.

The Committee noted that there was some limited success in increasing the number of PDPs completed. However, PDP completion is still low and it was agreed that further progress in this area was required. The push to increase the level of PDP completion will continue and the College Executive believe the move to a digitised approach will assist with improving completion rates.

With regard to the student experience staffing restructure, this has now been finalised with transition into the new structure taking place from week commencing 2 May 2022.

The Commercial Development restructure is currently taking place and feedback received during the initial consultation period has been included in Phase 2A documentation. As noted above, staff have been clearly informed of the key dates including the Phase 2A consultation period which closed on 16 September 2022.

With regard to the Blended Working Pilot, the Committee was advised that this has been extended for a further year. The Committee agreed that blended working was becoming more of an expectation in the workplace and a permanent approach would assist with the College's competitiveness in the employment market. The College should ensure that the appropriate blend of on-campus and remote working is reached and that the option to attend campus all the time is available if any staff member preferred this mode of working.

22.26 KPI REPORT

L McGaw spoke to this item and highlighted three areas that have been categorised as red. With regard to occupational health surveillance baseline testing, progress has been held up slightly due to EIS strike action. Clinics have been set up in September 2022 and the target figure should be met by the end of Quarter 1 of 2022/23.

The recording of protected characteristics data has improved in the College and it was noted by the Committee that a high-level communication plan to raise awareness in this area is provided in the papers.

The level of PDP completion was discussed by the Committee under agenda item 22.25.

The Committee agreed that it was important to have a measure in place in relation to overall staff engagement with learning and development. It was agreed that steps should be taken to provide a suitable measure to enable the Committee to monitor this area.

LMcG

The Committee noted the KPI report and looked forward to progress being made particularly in relation to the occupational health surveillance baseline testing.

22.27 ANNUAL ATTENDANCE MANAGEMENT REPORT

N Patton presented this report which provided information on sickness absence for Quarter 3 and 4 together with a summary for the full 2021/22 academic year.

The College's absence management target figure for 2021/22 was 4% and there was a slight reduction in the level of recorded absences year on year to 3.18%, which is below target. The main cause of absence is non-work-related stress and anxiety. It was agreed that the supportive role of line managers was a key link in improving staff wellbeing. The Health and Wellbeing Officer also plays an important part in identifying new initiatives which may help with stress and anxiety.

N Patton referred to three areas that had been identified as requiring action: -

- Effective strategies to support people with long term health conditions particularly non-work-related mental health.
- The need to support managers in fulfilling their critical role in employee wellbeing.
- More proactive steps to prevent or mitigate ill-health issues where possible, including early intervention to manage work related stress.

It was agreed that presentation of this report should be improved so that it is immediately obvious what the legend in each chart records and there is a standardised approach to allow comparisons to be drawn.

NP

The Committee agreed that steps should be taken to communicate to all College staff the importance of taking regular breaks from their computer workstation.

NP

The Committee discussed what the absence management target for 2022/23 should be. It was agreed that, whilst non-work-related stress may continue to rise with the cost of living crisis impacting staff, it was important that the College remained ambitious in this area. The agreed target for 2022/23 was therefore reduced to 3.8%.

22.28 WORKFORCE PLANNING

L McGaw presented slides to the Committee setting out the College's approach to effective workforce planning. This includes 5 steps (1) context and environment (2) current workforce profile

(3) future workforce profile (4) gap analysis and (5) implement and evaluate.

The Committee was assured from the presentation that the College is paying due regard to the age profile of the current working population and what areas are particularly challenging to recruit for. It was agreed that the College should be developing staff to allow them to progress if a vacancy arises and also should be aiming to recruit staff from the younger age groups. It was agreed that the College should continue to plan for the skills and experience gaps created by forthcoming retirements, especially in identified 'hot spots' with a higher percentage of older staff

The Committee thanked L McGaw for the presentation and agreed that it was a worthwhile exercise as it demonstrated to the Committee that there was an action plan in place. It was agreed that this exercise should be carried out annually or biennially.

LMcG

22.29 ORGANISATIONAL DEVELOPMENT REPORT

L McGaw spoke to this paper in G Crankshaw's absence and referred to the summary provided of the activities in Organisational Development since the last meeting in May 2022.

The Committee noted the contents of this report and the progress made with the staff learning days and health and wellbeing.

22.30 HEALTH AND WELLBEING SURVEY – SLT ACTION PLAN

L McGaw introduced this item and advised that the SLT had taken part in workshops which covered the four main themes from the survey (i) workload management (ii) feedback on performance (iii) bullying at work and (iv) communicating and implementing change. The Committee noted the approach set out in the action plan resulting from these workshops which is now a standing item on the SLT's agenda.

It was agreed that the Committee had a responsibility to monitor progress against this action plan and this item should be included on the Agenda in 6 months' time.

KM

22.31 PROTECTED CHARACTERISTICS COMMUNICATION PLAN

The Committee was provided with a communication plan to increase the level of recording for protected characteristics amongst the College's staff. The Committee was satisfied with the approach that is planned and hoped the communication drive would assist in increasing completion rates.

22.32 STAFFING PROFILE REPORT

The Committee noted the employment monitoring statistics recorded in the Staffing Profile Report and sought assurance from the Executive that any concerns highlighted are followed through. N Patton provided this assurance. The Committee was advised that managers involved in recruitment would be provided with unconscious bias training.

22.33 HEALTH AND SAFETY REPORT

This report covers activity undertaken in relation to health and safety and includes statistical data for the period 1 May 2022 to 31 July 2022. The contents of the Report were noted by the Committee.

22.34 SCHEDULE OF WORK

The Committee noted the upcoming schedule of work and agreed that this schedule should be updated throughout the 2022/23 session.

22.35 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

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

22.36 REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)

Papers to be disclosed as per their cover sheet.

22.37 ANY OTHER BUSINESS/ITEMS FOR FUTURE AGENDA

The Committee agreed the following further agenda items for the February meeting: -

- Employer of Choice Strategy
- Paper on supporting staff through the Cost of Living Crisis.
- Overall summary of approach taken to ensuring the psychological safety of staff.

DATE OF NEXT MEETING

8 February 2023