

ORGANISATIONAL DEVELOPMENT COMMITTEE

**Wednesday 8 February at 4.30pm
via teams**

The next meeting of the Organisational Development Committee will be held on Wednesday 8 February 2023 at 4.30 pm via teams.

A G E N D A

23.01	Welcome and Apologies		S Heidinger
23.02	Declarations of Interest		S Heidinger

Minutes of Previous Meeting

23.03	Minutes of Previous Meeting – 21 September 2022	P	S Heidinger
23.04	Matters Arising – Action Grid	P	S Heidinger
23.05	Notes of Support and Teaching JCNC Meetings	P	J Thomson

Items for Discussion

23.06	Assistant Principal HR's Report	P	L McGaw
23.07	KPI Report	P	L McGaw
23.08	Committee Effectiveness Review	P	K Mavor
23.09	Psychological Safety - Staff	P	L McGaw
23.10	Cost of Living Crisis – Staff Support	P	L McGaw

Items for Noting*

23.11	SFC Annual Staffing Return	P	N Patton
23.12	Attendance Management Report – Aug-Oct 22	P	N Patton
23.13	Organisational Development Report	P	G Crankshaw
23.14	Health and Safety Report	P	G Crankshaw

***these items will not be discussed unless agreed**

Standing Items

23.15	Schedule of Work 2022/23		K Mavor
23.16	Equalities Impact Assessment on Decisions Made		S Heidinger
23.17	Review of Papers (Including disclosable status)		S Heidinger
23.18	Any other business/Items for future agenda		S Heidinger

Date of Next Meeting: 10 May 2023

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting:	8 February 2023
Paper Title:	Report on Stress Related Absence
Action:	For Noting
Prepared by:	Head of Human Resources, Nicole Patton
Agenda Item:	23.04A (Matter Arising from Meeting held on 21 September 2022)
Status:	Disclosable

1. PURPOSE OF THE REPORT

The purpose of this report is to provide the Organisational Development Committee background information on how Human Resources calculate and monitor Work Related Stress.

2. ACTION FOR THE COMMITTEE

The Organisational Development Committee are asked to note this report.

3. BRIEF BACKGROUND INFORMATION

Work-Related Stress recording on iTrent

Stress related absences were previously reported under the single category of 'Stress/anxiety/depression'. In March of 2021 iTrent was updated to allow further analysis of the stress category to record whether the stress was work-related or not. Two new categories were introduced: 'Work-Related Stress' and 'Non-Work-Related Stress/anxiety/depression'.

The decision was taken to analyse the absence categories to differentiate between work-related and non-work-related stress for several reasons:

1. *Understanding the cause of stress:* differentiating between work-related and non-work-related stress helps HR understand the underlying causes of an employee's stress. This is important because different causes of stress require different solutions. For example, an employee experiencing work-related stress may benefit from changes in their job duties or work environment, while an employee experiencing non-work-related stress may benefit from counselling or other mental health support.
2. *Identifying trends:* by tracking work-related stress separately from non-work-related stress, HR identify any patterns or trends that may be specific to the workplace. For example, if a particular department or team is experiencing a high rate of work-related stress, HR investigate the cause and take steps to address it.
3. *Legal compliance:* we have a legal obligation to provide safe working conditions and to prevent discrimination and harassment. By tracking work-related stress

separately from non-work-related stress, HR can ensure that we are complying with these regulations.

4. *Prioritisation*: differentiating between work-related and non-work-related stress also allows HR to prioritise their efforts and resources. For example, we may choose to allocate more resources to addressing work-related stress, as it is within the college's control to make changes to the work environment and the nature of the job.
5. *Employee support*: differentiating between work-related and non-work-related stress allows HR to provide targeted and effective support for employees in need. This can improve employee satisfaction, retention and overall productivity in the workplace.

There has also been a change in the way figures and percentages are calculated for absence categories as detailed below in the two examples:

Q1	Hours Lost	Total Hours Lost	% hours lost
Non-Work-Related Stress	3,376.96	16,763.17	20.15%

Q1	Hours Lost	Total Hours Lost	% hours lost
Work-Related Stress	449.75	16,763.17	2.68%

Previously HR would attribute a percentage to each absence category, based on the 'number of hours lost', divided by the 'total hours lost', as above in the two stress related examples.

However, the figure of 20.15% in relation to non-work-related stress, is misleading. The overall stress figure for all sickness absences, often rests around 4%, the 20.15% figure could cause confusion over the genuine extent of stress related absence within the College.

It therefore seemed more accurate to record the 'number of hours lost' in relation to the 'number of hours available', as in the tables below.

Q1	Hours Lost	Total Hours Available	% hours lost
Non-Work-Related Stress	3,376.96	399,457.73	0.85%

Q1	Hours Lost	Total Hours Available	% hours lost
Work-Related Stress	449.75	399,457.73	0.11%

The new figures give a more accurate reflection of non-work-related stress at 0.85% and Work-related stress at 0.11% of all sickness absences.

It is also noted that HR do not choose the category of sickness absence for employees, this is selected by the line manager and the employee themselves can update this via iTrent employee self-service. The separate stress categories allow

managers to report accurately based on information received from the member of staff and from Fit Notes issued by the employee's GP.

4. SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

N/A

5. RISKS

N/A

**6. ANY OTHER SIGNIFICANT IMPACT
e.g. STUDENT EXPERIENCE/LEGAL/FINANCIAL/EQUALITY & DIVERSITY**

N/A

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting:	8 February 2023
Paper Title:	KPI Report – Quarter 1 22/23
Action:	Information/Discussion
Prepared by:	Lorraine McGaw, Assistant Principal HR
Agenda Item:	23.07, 23.07A1
Status:	Disclosable (except HR KPIs)

1. PURPOSE OF THE REPORT

This attached paper provides an update on the Key Performance Indicators for Quarter 1 of academic session 2022/23. For data protection purposes, the Committee are asked to note that the Human Resources Management KPIs are non-disclosable.

2. ACTION FOR THE COMMITTEE

Committee members as requested to discuss the report.

3. BRIEF BACKGROUND INFORMATION

The Organisational Development Committee requested that a Red, Amber, Green (RAG) status be used in the KPI grid therefore alerting/assuring the committee of the current position.

- **RED** – significant concern that the target will not be met
- **AMBER** – some concern that the target will not be met
- **GREEN** - target met or exceeded

The following KPI's are worth highlighting in Quarter one of 2022/23:

Occupational Health surveillance baseline test completion for at risk areas

Clinics for 3 out of the 9 new starts requiring Occupational Health Surveillance were cancelled by the provider. We are undertaking a tender process to secure a new provider as the current provider has been unable to fulfil the requirements of the College.

Average days training/CPD uptake per employee

We have reported the CPD uptake per employee for the first time, the number of days CPD per employee for 21/22 was 2.92 days. This figure was manually calculated however for 22/23 we will be using the i-Trent system to report all CPD activities as we now use it for online booking and Personal Development Plan (PDP) completion. At the moment we believe there is under reporting of CPD activity.

Working days lost through sickness absence

The overall percentage sickness absence for Quarter 1 is 4.2%, this is an increase of 1.1% in comparison with Quarter 1 last year and above the full year target figure of 3.9%. It is not unusual for the Q1 and Q2 figures to be higher than the yearly target figure however we will monitor this figure very closely and HR will continue to provide timely and appropriate interventions.

Protected Characteristics Data

We continue to work to improve the collection of this data and will be running a further campaign to promote disclosure in February.

4. SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

Appendix No 23.07A1: Key Performance Indicator Grid

5. RISKS

There are no specific risks associated with this paper.

**6. ANY OTHER SIGNIFICANT IMPACT
eg STUDENT EXPERIENCE/LEGAL/FINANCIAL/EQUALITY & DIVERSITY**

N/A

REMUNERATION COMMITTEE MEETING

Date of Meeting:	8 February 2023
Paper Title:	Committee Effectiveness Review
Action:	Information
Prepared by:	Kirsty Mavor, Clerk to the Board
Agenda Item:	23.08, 23.08A
Status:	Disclosable

1. PURPOSE OF THE REPORT

- 1.1 As part of Organisational Development Committee’s annual schedule of work a committee effectiveness review has been carried out. Attached to this paper is a checklist setting out the relevant sections from (i) The Committee’s own remit and (ii) the Code of Good Governance for Scotland’s Colleges.

The Code of Good Governance specifically refers to the Board of Management’s responsibilities. People related matters have been delegated to this Committee and the evidence section sets out the relevant steps the Organisational Development Committee takes.

2. ACTION FOR THE COMMITTEE

The Committee is asked to note the checklist. Each area is graded red, amber and green to indicate whether or not the Committee is failing to comply, partially complying or fully complying with the relevant principles.

No areas have been identified as falling in the red category and the majority are graded green. However, the following areas have been graded as amber: -

- Formulate the Board’s People Strategy and monitor this to ensure targets are being met.
- Consider how Human Resources and Organisational Development targets and Key Performance Indicators, including those contained within the College Strategic Plan and balanced scorecard information are monitored and reported upon.

3. NEXT STEPS

The last column of the checklist sets out the proposed steps to strengthen the governance of this Committee. The Committee is asked to consider these proposed steps and advise whether any further steps are required.

4. RISKS

- 4.3 By regularly reviewing the Committee’s own processes and policies, the Committee will ensure that its governance meets the expectations of external stakeholders.

- 5. ANY OTHER SIGNIFICANT IMPACT**
e.g. STUDENT EXPERIENCE/LEGAL/FINANCIAL/EQUALITY & DIVERSITY
N/A

KEY	
	The Committee does not comply with this aspect of its remit
	The College complies in part with this aspect of its remit
	The College fully complies with this aspect of its remit

SELF-ASSESSMENT CHECKLIST FOR ORGANISATIONAL DEVELOPMENT COMMITTEE 2023			
Governance Area 1: Compliance with own remit			
To consider policy and strategy in relation to staff governance including equality and diversity, human resources, staff well-being and health and safety matters			
COMPLIANCE PRINCIPLES	RAG	EVIDENCE/COMMENTS	ACTION TO BE TAKEN
Determine the parameters within which the remuneration and conditions of service of all employees are set. This excludes the Principal and Senior Management and decisions for other staff made through national bargaining.		All staff are covered by national bargaining with the exception of the SLT with the Remuneration Committee setting pay for that group.	Remit should be amended to reflect position with regard to National Bargaining/Remuneration Committee.
Formulate the Board’s People Strategy and monitor this to ensure targets are being met.		Employer of Choice Strategy formulated by SLT. KPIs derived from the Strategy are regularly monitored by OD Committee and any area where there is concern would be highlighted to the Board by the Committee Chair.	Employer of Choice Strategy scheduled to be reported to OD Committee later in 2023.
Monitor compliance with relevant legislative or professional requirements relating to the employment of staff		OD and Assistant Principal reports are standing items and highlight any developments to the Committee. Health and Safety Report provided for each meeting and an annual report provided to the Board. Annual People Report, Gender Pay Gap and Equality Mainstreaming Report are published.	None

<p>Receive reports of meetings of the Joint Consultation and Negotiation Committees of the College with the three recognised unions and to consider any matters arising which may require to be raised at Board level.</p>		<p>Notes of support and Teaching JCNC meetings are a standing item for each Committee meeting.</p>	<p>None</p>
<p>Review staff engagement.</p>		<p>OD Committee oversees engagement with staff (eg recent PDP, Protected Characteristics campaign). Also reviews staff survey outputs and monitors follow up actions.</p> <p>Internal Audit Report on Staff Development graded as satisfactory with recommendations made in relation to PDP completion.</p>	<p>Recommended that this part of the remit be amended to provide more detail.</p> <p>Monitor progress in PDP completion rates and report to Audit Committee (May 2023).</p>
<p>Consider how Human Resources and Organisational Development targets and Key Performance Indicators, including those contained within the College Strategic Plan and balanced scorecard information are monitored and reported upon.</p>		<p>KPI Reports are a standing item for each OD Committee meeting. The Board is notified of areas that are highlighted as red.</p>	<p>When discussing Employer of Choice Strategy later in 2023 consider whether current KPIs adequately monitor key areas.</p>
<p>Make recommendations to the Board on major policy matters but with devolved powers to deal with time urgent matters seeking the Chair of the Board's approval where appropriate.</p>		<p>OD Committee recently reviewed all OD policies to ensure they comply with recent legislation and reflect best practice. Board approved changes.</p>	<p>None</p>
<p>The membership of the Committee is a minimum of six members of the Board of Management, one of whom will be the Principal and Chief Executive. The Committee shall be chaired by a Board member other than the Chair of the Board. The Chair of the Committee is elected by the Board and the Vice Chair is elected by the Committee. The Board reviews membership every four years.</p>		<p>OD Committee currently has 6 members including the Principal. Chaired by the Vice Chair of the Board and membership is reviewed annually by Chair of the Board.</p>	<p>Amend remit to refer to VP attending meetings in advisory capacity</p>

<p>The Clerk to the Board, the Assistant Principal Human Resources, Head of Human Resources, and the Organisational Development Manager attend the Committee as advisors. The Committee meets three times per year.</p>		<p>Meetings scheduled for 3 times per year (Sept, Feb and May) and Clerk, VP, AP, Head of HR and OD Manager all attend.</p>	
<p align="center">Governance Area 2: Compliance with the Code of Good Governance for Scotlands' Colleges – Staff Governance section</p>			
<p>Compliance Principles</p>	<p>RAG</p>	<p>Evidence/Comments</p>	<p>Action to be taken</p>
<p>C.25 The college board as the employer, is responsible for promoting positive employee relations and for ensuring effective partnership between recognised trade unions and management.</p>		<p>OD Committee monitors output from JCNC meetings. Committee also reviews staff surveys and other feedback. Any areas of concern highlighted to the Board in quarterly reports of OD meetings by the Chair.</p>	<p>None</p>
<p>C.26 The board must have a system of corporate accountability in place for the fair and effective management of all staff, to ensure all legal obligations are met and all policies and agreements are implemented and identify areas that require improvement and to develop action plans to address them.</p>		<p>College Strategic Plan, Employer of Choice Strategy and underlying policies and processes provide the system of corporate accountability. Regulars reports to OD Committee on Health and Safety, Gender balance of staff and gender pay gap. Annual People report submitted to Committee.</p> <p>KPIs monitored by Committee and highlighted to Board where appropriate. Action plans put in place to improve areas (eg PDP completion)</p>	<p>None</p>
<p>C.27 The board must comply with the nationally agreed college sector Staff Governance Standard.</p>		<p>Up to date staff policies are negotiated and consulted with the trade unions and updates provided to the Committee and JCNC notes reported each time. Health and safety reports are submitted to each Committee and training and development opportunities/updates are reported to Committee.</p>	<p>None</p>

		<p>Committee also reviews staff surveys and receives reports on other communication/feedback mechanisms in place including Staff Voice and Idea Box. Any areas of concern highlighted to the Board in quarterly reports of OD meetings.</p>	
<p>C.28 The college board must comply with collective agreements placed on it through national collective bargaining for colleges.</p>		<p>The Board complies with all national bargaining requirements and Committee receives any related discussions between the union and management through JCNC notes.</p> <p>AP reports also provide updates on any national collective bargaining agreements and implementation of these</p>	<p>None</p>



 Scotland's Colleges

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Staff Governance
Standard

Staff Governance Standard

Throughout the following document it is acknowledged by Scotland's Colleges and STUC that staff governance issues cover all staff and recognised trades unions.

Staff Governance is defined as a system of corporate accountability for the fair and effective management of all staff. Implicit in the Standard is that all legal obligations are met and that all policies and agreements are implemented.

The Standard focuses on how staff in Scotland's colleges are managed and feel they are managed. It recognises the pivotal role of staff in providing education and support services within Scotland's colleges. The Standard assists colleges to demonstrate that they are exemplary employers, and have systems in place to identify areas that require improvement and to develop action plans to address the issues.

A Staff Governance Standard is a strategic framework of minimum standards, continuous improvement, and ongoing consultation and negotiation between the College Board, management, staff, recognised trades unions.

It is expected that all colleges implement a broad range of up to date staffing policies negotiated/consulted, as appropriate, with recognised Trade Unions which reflect current good practice and which provide a positive platform and framework for the effective management, engagement and governance of all staff.

In addition to this, the Standard, in accordance with the Information and Consultation Regulations (ICE), entitles all staff to be:

1. well informed
2. appropriately trained
3. involved in decisions which affect them
4. treated fairly and consistently
5. provided with a safe working environment.

There will also be processes for reviewing and evaluating all of the above areas. Staff should be:

1. well informed through:

- receiving regular information about their college, and having opportunities to contribute ideas. Recognised trade unions, should also be part of a meaningful consultation/negotiation system on organisational issues as appropriate at all levels.

2. appropriately trained and developed through:

- a minimum entitlement of 6 days pro rata CPD to all staff, to be delivered and supported in a manner which is meaningful to all staff and ensures that CPD activity adds value to an individual, team and college level.
- the wide promotion of training and development opportunities.
- meaningful and appropriate encouragement, opportunity and support for staff to use their skills effectively.
- the support of Union Workplace Representatives, Health & Safety Representatives and Union Learning Representatives, who are given reasonable time off for their respective duties.

3. involved in decisions which affect them through:

- working in partnership to enable the involvement of all staff, through recognised trades unions.
- working together by developing an appropriate framework within colleges with recognised Trade Unions to enable effective involvement in strategic college issues. This framework will also provide for the opportunity to review and evaluate Staff Governance on an on-going basis.

4. treated fairly and consistently through:

- the implementation of up to date staffing policies, after negotiation/consultation as appropriate with the recognised trade unions, which promote good practice and which are communicated to all staff (including through recognised trades unions). These policies should include appropriate arrangements to ensure dignity at work, eliminate discrimination and positively promote equality.

5. provided with a safe working environment through ensuring:

- effective Health & Safety arrangements are in place, which promote good practice and working with recognised union Health & Safety representatives.

In recommending this Staff Governance Standard, Scotland's Colleges and STUC acknowledge that good practice in staff governance should apply to all staff. As a minimum standard; appropriate negotiation/consultation and communication arrangements should be in place through agreed recognition arrangements with sector trade unions and through other arrangements in accordance with the Information and Consultation of Employees Regulations (2005).

Scotland's Colleges

STUC



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ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting:	8 February 2023
Paper Title:	Psychological Safety for Staff at Work
Action:	For Noting
Prepared by:	Lorraine McGaw, Assistant Principal: Human Resources
Agenda Item:	23.09
Status:	Disclosable

1. PURPOSE OF THE REPORT

The purpose of this report is to provide the Organisational Development Committee with information regarding psychological safety at work and future plans to ensure that this is something that is embedded within the College culture.

2. ACTION FOR THE COMMITTEE

The Organisational Development Committee are asked to note this report.

3. BRIEF BACKGROUND INFORMATION

What is Psychological Safety at Work?

Psychological safety describes the environment where people feel able to express themselves without fear that others will think less of them.

In the workplace, that translates to employees feeling comfortable speaking up, whether they are sharing ideas, asking questions, expressing concerns or acknowledging mistakes.

This creates an environment where people feel comfortable being themselves and develops a climate that is characterised by interpersonal trust and mutual respect.

It may sound simple, but psychological safety in the workplace is complicated. When there is no psychological safety in the workplace, then people suffer trauma. As a result, productivity decreases, and innovation and performance drop. This translates into costs to the individual such as health problems, poor decision quality, low satisfaction, but also into significant costs to the organisation such as absenteeism, attrition, the inability to retain highly skilled workers, low engagement, low skill acquisition, low innovation and low productivity.

Also, the rise of hybrid working arrangements since the pandemic have made psychological safety at work more complex for organisations. It can be harder to build a psychologically safe “workplace” when employees are not all co-located, and many are working remotely. The College currently has a blended working pilot in place for some staff and therefore an emphasis on ensuring that line managers who have staff participating in this pilot are considering the impact that having staff working in this way may have on their team.

College Initiatives

We have identified a number of ways in which to improve psychological safety at work and have established a number of project streams:

Treat everyone with respect

Our Health and Wellbeing working group which has representation from across the College and includes membership from the Trade Unions and GCCSA has been working on a joint statement on Dignity and Respect at Work which will be published in the next few weeks. Dignity and Respect at work guidance has also been developed by the group and will accompany the joint statement and be issued to all staff. The guidance aims to ensure that staff know what is considered respectful behaviour.

Culture of Psychological Safety

We have sourced training for our line managers which will be rolled out as part of our Leadership and Management development programme to ensure that our managers have the skills and knowledge to build psychological safety amongst their teams.

The training will explore what psychological safety is and why it matters. It will consider the behaviours, actions, language and systems which help create psychological safety, and those which hinder it.

The workshop will encourage participants to reflect on their own experiences and take personal responsibility for building a psychologically safe environment. The course objectives are:

- Identify what psychological safety is and why it's important;
- Pinpoint the things that undermine psychological safety (behaviour, systems, processes, language);
- Analyse the factors that drive psychological safety
- Develop personal action plans for each individual to champion, support and foster psychological safety.

Give Staff a Voice

As well as having regular JCNC meetings with our Trade Union colleagues we have relaunched Staff Voice as referenced in the Organisational Development report. This allows staff through a nominated representative, to engage directly with members of the Senior Management Team and ask questions about things that are important to them.

We are also planning a communication campaign to promote our Idea Box function and encourage staff to feed in ideas and suggestions. Further details of this are also contained within the Organisational Development report.

Developing Our Staff

We are committed to provide our staff with development opportunities to progress in their careers and become 'Future Leaders'. Psychological safety in the workplace

can support staff to feel more empowered and confident to express their ideas and views, allowing Managers to identify talent within their teams.

This will also feed into our ambition to create a 'Coaching Culture' where candid coaching conversations can take place, to strengthen team relationships, employee engagement and improved performance. This is a key part of our Personal Development Plan (PDP) process where coaching conversations are essential.

4. SUPPORTING DOCUMENTATION/FURTHER INFORMATION

N/A

5. RISKS

N/A

**6. ANY OTHER SIGNIFICANT IMPACT
eg STUDENT EXPERIENCE/LEGAL/FINANCIAL/EQUALITY & DIVERSITY**

N/A

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting:	8 February 2023
Paper Title:	Cost of Living Crisis – Support for Staff
Action:	For noting
Prepared by:	Lorraine McGaw, Assistant Principal: Human Resources
Agenda Item:	23.10
Status:	Disclosable

1. PURPOSE OF THE REPORT

The purpose of this report is to provide an update to the Organisational Development Committee on the ongoing work taking place to support staff with the current cost of living crisis.

2. ACTION FOR THE COMMITTEE

The Organisational Development Committee are asked to note this report.

3. BRIEF BACKGROUND INFORMATION

For the last year or so people and businesses across the UK have been dealing with the rising cost of living. The Principal prepared a paper for the Board of Management in October 2022 outlining the response from the college to the cost of living crisis to support staff and students.

Over the last few months, we have taken a number of steps to ensure that we are supporting our staff as much as we possibly can. The Principal established a college management and trade union working group which also has representation from the Students Association to explore ideas and solutions that would make a difference.

Our Human Resources Team and Organisational Development have also been working together to try to enhance staff discount schemes and provide additional support around financial management and support.

Some of the initiatives we have put in place are listed below:

Financial Support

- Living Wage implemented early for College staff and sub-contractors;
- Scotwest Credit Union were onsite mid-January to promote their service to staff (Annie'sland visit being rescheduled);
- Citizens Advice 1:1 sessions for staff and students will be running in January/February 2023;
- Money advice Scotland have run various financial wellbeing webinars for staff;
- Home Energy Scotland have delivered awareness sessions on how to save energy/money and what financial support is available;

- Free Flu vaccination for those members of staff aged under 50 years who are not entitled to a free NHS vaccination.

Discounts

- First Bus monthly commuter pass 10% discount;
- COSTCO came onto campuses in December to offer discount memberships to staff;
- Local shop discounts have been secured and promoted on the intranet.

Internal Promotions

- Health and Wellbeing page on the College intranet which has information and signposting to financial wellbeing. Our Health and Wellbeing Officer has been attending team meetings to raise awareness of these resources with staff;
- Refectory offering a monthly meal special at a reduced price for staff and students;
- Blended working arrangements continue to be piloted for support staff;
- College gym facilities are now open to staff.

We have also been asked to consider offering staff early access to their salary, we have advised the trade union representatives that if a member of staff finds themselves in a difficult financial situation, there may be the facility to receive an advance on their salary. This is not a facility that we want staff to become reliant on, however will be happy to consider each request on a case-by-case basis.

Edenred – Employee Benefits Partner

Our Head of HR is currently in advanced discussions with Edenred, an employee benefits company who are able to offer us an employee benefits package that we can make available to staff at no cost to the College. They are the sole supplier within Crown Commercial Services framework (CCS). These benefits can include:

- Employee Discounts;
- Childcare Vouchers;
- Cycle to Work;
- Financial Wellbeing;
- Green Car;
- GymFlex;
- Payroll Giving;
- Technology & Smartphone;
- Dental Insurance;
- MyGym Discounts;
- Reward and Recognition.

Edenred will build and personalise the benefits platform based on the benefit/scheme choices the College makes (a minimum of 3 is required from the list). We can also move all of our existing benefits including our Employee Assist Programme onto the platform which will mean all benefits will be held in one area for staff to access.

4. SUPPORTING DOCUMENTATION/FURTHER INFORMATION

N/A

5. RISKS

N/A

**6. ANY OTHER SIGNIFICANT IMPACT
e.g. STUDENT EXPERIENCE/LEGAL/FINANCIAL/EQUALITY & DIVERSITY**

N/A

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting:	8 February 2023
Paper Title:	Organisational Development Report
Action:	For Noting
Prepared by:	Gillian Crankshaw, Organisational Development Manager
Agenda Item:	23.13, 23.13A
Status:	Disclosable

1. PURPOSE OF THE REPORT

- 1.1 This report provides details of some of the activities of the Organisational Development team since our last report to the Committee in September 2022.

2. ACTION FOR THE COMMITTEE

- 2.1 The Organisational Development Committee are asked to note this report.

3. BRIEF BACKGROUND INFORMATION

3.1 Teaching Professional Pathway

- 3.1.1 17 staff attended the 12 week Teaching Essentials course in block 1 (commencing in August 2022). We have 16 staff attending the block 2 course (commencing November 2022).

- 3.1.2 22 staff have commenced the PDA in August 2022 and are expected to complete by June 2023.

- 3.1.3 10 staff are continuing to study the TQFE qualification with the University of Aberdeen and are expected to complete by May 2023.

3.2 Leadership and Management Development Programme

- 3.2.1 We are continuing to develop and deliver the Leadership and Management Development Programme for 2023.

- 3.2.2 We have been focussing on capturing the outputs of the Senior Leadership Team (SLT) Annual Business Plan, Health & Safety Wellbeing Survey, Management of Stress at Work Guidelines and the GTCS Registration Requirements as the basis for the content.

- 3.2.3 The content includes:

Coaching Conversations;
Working SM@RT with Priority Management;
Personal Development Review Training for SLT;
Personal Development Plans on iTrent – Managers Information Sessions;

Coaching Programme for Managers;
 Management of Stress at Work;
 Accident and Investigation Training;
 Recruitment Training (including Unconscious Bias and Interviewing);
 GTCS – Referencing and Professional Update.

3.3 **Online Personal Development Planning**

- 3.3.1 The Personal Development Planning (PDP) process is now live on iTrent.
- 3.3.2 Staff and Managers have been provided with guides on how to use the online system with training sessions taking place in January 2023.
- 3.3.3 Organisational Development will continue to support staff in utilising the PDP system and monitor the progress throughout the year.

3.4 **Internal Communications**

- 3.4.1 Following a review of internal communications staff were advised in December of the changes to the way we would be communicating in the future.
- 3.4.2 The new Internal Communications Guidelines for Staff was issued to all staff and has been published on the intranet. A copy of the guideline can be found at Appendix 1.
- 3.4.3 The main aim of the guideline is to streamline the information that staff receive from the College. Much of the feedback received from staff had been that they get so much communication via email they didn't have time to read everything and therefore miss important information. The guideline sets out how the College will communicate the information they need to know.
- 3.4.4 The other main objective of the guideline is to ensure staff understand how they can feedback information to the College Senior Management.
- 3.4.5 The new look Clyde Connects was launched which will be circulated fortnightly with back issues available on the intranet. The new e-zine will include regular updates from the Principal and information that we want all College staff to see for example, College job vacancies, CPD opportunities and wellbeing events, as well as updates on what's been going on in departments and faculties across the College. This link is for the final [Clyde Connects for 2022](#).

3.5 **Employee Engagement**

- 3.5.1 A Staff Engagement Survey Programme will be presented to EMT proposing a Full Staff Engagement Survey in academic year 2022/23.
- 3.5.2 Hive 'Idea Box' will relaunch in January with a link hosted on the intranet homepage making it available to staff on demand. This will be publicised to all staff, and we will continue to promote the use of Idea Box for staff to feedback ideas and suggestions. These ideas and suggestions will be passed to the most relevant people in the organisation for consideration. Where a college wide action is proposed it will be reviewed by the Business Improvement Group.
- 3.5.3 Hive 'Clyde Shout-out' will relaunch along with Idea Box in January with a link on the intranet homepage making it available on demand. This is our colleague recognition

platform, and we hope some further promotion along with the new always on system will help to increase engagement with the system.

3.5.4 Staff Voice was relaunched in October with membership and administration as follows:

- One representative from each Assistant Principal Area. (9 members);
- Representation from SLT will be EMT, one Support Assistant Principal and one Curriculum Assistant Principal;
- TEAMS meetings will take place four times a year and dates have been diarised for January, April and June;
- Organisational Development facilitate and administer Staff Voice – arranging and facilitating the meetings, taking an action note of the meeting and producing internal communications.

3.5.5 An online Staff Awards ceremony is scheduled to take place in February/March 2023.

3.5.6 The awards will celebrate the exceptional contributions which exemplify the College Values and the delivery of the College Strategic Plan, Realising Potential.

3.5.7 Details of the contribution, but not the individual or team, will be shared on the intranet and staff will have an opportunity to vote for their favourite.

4. SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

Appendix 1 - Internal Communications Guideline

Link – [Clyde Connects for 2022.](#)

5. RISKS

N/A

6. ANY OTHER SIGNIFICANT IMPACT e.g. STUDENT EXPERIENCE/LEGAL/FINANCIAL/EQUALITY & DIVERSITY

6.1 N/A

Internal Communications Guideline for Staff

Introduction

The purpose of internal communications is to:

- Share information and engage staff
- Support change
- Build pride
- Support the College Mission, Vision, and Values
- Contribute to the success of the College Strategic Plan

Communication is effective and works when the person communicating understands:

- Why they need to communicate
- What needs to be communicated
- The correct channels to use
- That the person receiving the message will put their own meaning on it
- Success can be measured by how the message is acted upon

EFFECTIVE COMMUNICATION = DELIVERED, UNDERSTOOD, ACTED UPON

This guideline sets out the reason for internal communications, the roles and responsibilities of staff, the channels of communication within Glasgow Clyde College and the most appropriate channels to use depending on the communication.

Communication Purpose

The College's internal communication generally falls under the following categories:

- Important information and strategic updates which require a clear understanding of content and the opportunity for questions and feedback
- Organisational change such as changes to structure and policy/procedure developments
- Project status updates
- Day to day work related information
- General announcements (urgent and non-urgent)

Content for internal communications falls broadly into two themes, what we do and how we do it:

- Communication on "what we do" will ensure people are up to date on key organisational projects and delivery of the College Strategic Plan.
- "How we do it" communications will help unite employees in a shared culture and improve employee engagement.

Internal Communications Guideline for Staff

Responsibilities

Good internal communication is everyone's responsibility and should be guided by our values. Specific responsibilities include:

Senior Managers

- Set the tone for effective internal communications by being visible, accessible, open, clear, and candid with staff
- Ensure information, including business plans and priorities are made available to staff via the appropriate channels
- Ensure line managers receive and disseminate relevant information to allow communication within teams
- Facilitate two-way communication and listen to feedback and comment from staff
- Feedback the outcome of any action taken from staff comments

Department Managers

- Communicate regularly with teams, preferably face-to-face, to ensure relevant information, including business plans and priorities are shared with them
- Ensure team members on all campuses and non-desk-based staff are included in all communications, preferably face-to-face
- Ensure team members are adhering to the good practices referred to in these guidelines
- Promote two-way communication and listen to feedback and comment from staff
- Ensure the team's feedback and comments are heard by the relevant senior manager

All staff

- Be aware and make use of the appropriate communications channels available
- Make use of the two-way communication opportunities available to keep line managers and colleagues informed and up to date with relevant information
- Adhere to the good practices referred to in these guidelines

Organisational Development Department

- Administer and develop the College's internal communications channels, including collaborating with other College departments or external agencies
- Support special projects by developing internal communications materials
- Offer advice on the most appropriate channels for information dissemination
- Advise on the branding and tone of voice of internal communications

Committees, Associations and Working Groups

- Where appropriate make minutes available to all staff as soon as possible
- Use communications channels to inform all staff of progress in a timely manner

Internal Communications Guideline for Staff

Communication Channels

We communicate with each other through a variety of channels. Sending internal communications through the right channel can help improve the flow of information and encourage collaboration within teams. Here you will find the available channels and their main use.

Channel	When should this channel be used?
Face to face	Delivering important messages Team meetings Staff briefings Giving/receiving feedback
Staff Conference	Information sharing Celebrating successes
College Manager Conference	Information sharing Seeking feedback
Intranet (SharePoint)	Department services information, contact details and sharing important College news and information e.g., Policies, Procedures, Forms etc.
SharePoint	Sharing files with specific groups
Clyde Connects	College wide news and information on College events
Outlook calendar	Share location and availability Arrange meetings Respond to meeting requests
Desktop messaging	Current event information Introducing new initiatives co-ordinated by OD/Marketing with ICT
Surveys	Seeking feedback
Clyde Shout Outs	Recognising a colleague
Idea Box	Seeking individual feedback and ideas
Microsoft TEAMS	Phone/video calls Meetings Collaborating on projects File sharing
Posters	Information sharing and marketing events
Other printed materials	Communicating with staff essential for non-desk-based staff
Multimedia	Sharing information and events
Noticeboards	Non time-sensitive information sharing
TV screens	General college information relevant to staff and students

Internal Communications Guideline for Staff

Tone of Voice

It is important that the internal communications we develop are consistent, effective, and engaging and align with the College values. Although communications will have different styles and levels of formality the following key principles should guide all the internal communication materials, we produce whether it's a newsletter, a poster, or a presentation.

Key Principles

Be Inclusive and Welcoming e.g.:

- Use we, our or us rather than the College
- Speak directly to your audience – say you instead of staff
- Use quotes, case studies, and share stories from the college community
- Consider your audience and subject matter before being chatty or humorous
- Understand who your audience is and ensure the language in your message is inclusive and not divisive

Be Inspirational and Engaging e.g.:

- Use visuals and facts and figures to display information
- Be positive, enthusiastic, and excited
- Use inspiring language

Be Sincere and Respectful e.g.:

- Express emotion whether it's passion, concern, or regret
- Be upfront about any mistakes made and include an apology where appropriate
- Be serious or authoritative if required

Be Clear and Direct e.g.:

- Get important information out clearly and in a timely manner, giving direct instruction when required
- Check your communication, reading aloud to make sure it flows and makes sense, expanding or cutting out information if necessary
- Avoid jargon and complex technical information, if possible, allowing non-experts to understand, ask a non-expert to review before you send
- Include an explanation and link to more information if necessary
- Always use the full name of a department, committee etc, in the first instance, with any abbreviation in brackets following the first mention e.g., Senior Leadership Team (SLT)
- Adjust the tone depending on your audience or communication channel
 - Short sharp sentences to make an impact
 - More formal language for serious subjects to instil confidence
 - Chatty/humorous for informal communications which can help to build mutual trust

Internal Communications Guideline for Staff

Common Terms

For clarity and consistency, the following terms should be used

- Support staff
- Lecturing staff
- Students
- Departments
- Faculties

Glossary

Some common abbreviations used in the College:

ACL	Access and Continuing Learning
AP	Assistant Principal
BCDI	Business, Creative and Digital Industries
CPD	Continuing Professional Development
CAP	Curriculum Assistant Principal
CM	Curriculum Manager
CQL	Curriculum Quality Leaders
CSA	Curriculum Support Administrator
ECBE	Engineering, Computing and Built Environment
EMT	Executive Management Team
DP	Deputy Principal
GTCS	General Teaching Council for Scotland
H&S	Health and Safety
H&W	Health and Wellbeing
HR	Human Resources
ICT	Information Communications Technology
L&D	Learning and Development
MIS	Management Information Systems
OD	Organisational Development
PDP	Personal Development Plan
SLT	Senior Leadership Team
VP	Vice Principal

Internal Communications Guideline for Staff

Cascading Information

It is important to cascade messages in a timely and consistent manner to support the spread of accurate information. This involves decisions on why, what, and how key messages will be shared. It's important to remember, however, that the cascade can sometimes breakdown and can be counterproductive if:

- The original message is not clear and concise
- The message is diluted or confused along the way
- Information stops at one level
- Leaders can't accurately and effectively communicate
- There is no feedback option for staff

To assist with the consistency of communication for top-down information, following each SLT meeting, a review will be undertaken of what items discussed need to be shared with others.

The following will be considered and agreed:

1. Who will deliver the message?
2. Who needs to hear the message?
3. By when? (Does this differ for different groups depending on the message?)
4. What is the message? (To help develop the message think of the 4 Ps People, Points for Action, Progress and Policy Issues)
5. What is the most appropriate channel for delivery?

Tips for Effective Meetings

The following tips may help get the most out of meetings:

- Have a clear purpose for the meeting and ensure this objective is met to show people that the meeting is a valuable use of time.
- Share the agenda and any supporting materials in advance to allow people to come to the meeting prepared to discuss issues and make decisions.
- Try to include two-way discussion rather than talking "at" the team, ask for feedback on points discussed.
- Encourage contributions from all team members especially those who do not usually speak up.
- When presenting a new idea allow time for questions. If people are reluctant to speak up ask for comments or observations, what did they find most positive, any concerns they have or their thoughts on how it will impact on the team.
- If you are giving a presentation, take time to plan what you want to get across and break it down point by point and create simple, clear slides which support these points.
- When reviewing the minutes of the previous meeting review action points only as this can feel like a rerun of the meeting and attendees can become disengaged. Focus on the action points and any updates that are not noted on the agenda for the day.

Internal Communications Guideline for Staff

Clyde Connects

How to submit a story for Clyde Connect:

Complete this [form](#) and submit:

- Include these essential details – who, what, where, when and why
- Any images must have copyright agreed.
- Any photographs/video must permission from any individuals pictured

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting:	8 February 2023
Paper Title:	Health and Safety Report
Action:	For Noting
Prepared by:	Gillian Crankshaw, Organisational Development Manager
Agenda Item:	23.14, 23.14A1, 23.14A2, 23.14A3, 23.14A4
Status:	Disclosable

1. PURPOSE OF THE REPORT

- 1.1 This report covers activity undertaken by the Organisational Development Team in relation to Health & Safety since our last report to the Committee in September 2022 and statistical data covering the reporting period 1 August 2022 to 31 October 2022.

2. ACTION FOR THE COMMITTEE

- 2.1 The Organisational Development Committee are asked to note this report.

3. BRIEF BACKGROUND INFORMATION

3.1 Health and Safety Review

- 3.1.1 The review of policies and procedures is now nearly complete with the final procedures going through union consultation.

3.2 Audit

- 3.2.1 The Health and Safety Team have agreed the new Audit timetable for 2022-2023. The audit schedule is monitored at the Health and Safety Campus Forum Meetings and overseen by the Health and Safety Committee.

3.3 Accident Statistics, First Aid Call Outs, Near Misses and Hazard Observations

- 3.3.1 Statistics reported below cover the first reporting period from 1 August 2022 to 31 October 2022. With learning activity returning to be mainly on-campus, the statistics below reflect a corresponding rise when compared to figures reported during the same period last year due to the greater activity on campus.

3.3.2 Accident Statistics

- 3.3.3 The accident statistics are attached as Appendix 1. There were 20 accidents reported in this period. In the same period last year there were 13.

3.3.4 **First Aid Call Outs**

Over the reporting period, the College First Aiders attended 20 First Aid call outs details attached as Appendix 2. In the same period last year, there were 8.

3.3.5 **Near Miss Reports**

3.3.6 The near miss statistics are attached as Appendix 3. There were 3 near misses reported in this period. In the same period last year there were also 3.

3.3.7 **Hazard Observations**

3.3.8 The hazard observations statistics are attached as Appendix 4. There were 4 hazard observations reported in this period. In the same period last year there were also 7.

3.3.9 We continue to note an encouraging response from staff in the use of the Accident and Incident Reporting (AIR) system to report Hazard Observations and Near Misses. Further promotion of this will continue in Clyde Connects.

3.3.10 It is anticipated we will be in a position to roll out Hazard Observation and Near Miss reporting to our students in early Spring and the team are working with the Systems Development Team and the GCCSA on this.

3.4 **Service Desk Provision**

3.4.1 From 1 August – 31 October 2022, 106 requests were logged on the College Health and Safety Service Desk. 105 of these requests have been closed by the Team.

3.5 **COVID-19**

3.5.1 The COVID Response Committee continue to meet regularly.

3.5.2 The team have now moved to reporting on a monthly basis, however, we continue to monitor COVID-19 cases on a daily basis. The numbers have not been concerning and there have been no clusters identified.

3.6 **Wellbeing**

3.6.1 The staff Health and Wellbeing page was published in November. It was publicised to all staff via email and highlighted in Clyde Connects. The Health and Wellbeing Officer has met with all Curriculum Quality Leaders and attended Curriculum Manager meetings along with several individual team meetings to promote the page and the information available. The page has had 400 views.

3.6.2 The gyms re-opened in Cardonald and Langside in December. Access to the gym now requires staff to enrol to ensure a proper induction process is undertaken. There have been 54 enrolments completed to date. The Health and Wellbeing Officer and Sport and Fitness Team are looking into additional physical activity opportunities for staff and students.

3.6.3 The College entered 7 teams into the Paths for All Autumn 4-week Step Count Challenge. 35 members of staff made up the teams, including staff from our

Business and Finance, SVQ, Finance, Marketing and Organisational Development Departments. The teams put in a fantastic effort with over 10 million steps achieved between them!

- 3.6.4 The new national menopause policy has replaced our College procedure and a group of staff menopause champions are working towards our menopause friendly accreditation plan.
- 3.6.5 'The M Word' forums launched on all 3 campuses in October. These informal staff support groups meet on each campus on the last Wednesday of the month for staff to discuss menopause related matters. A Teams page has also been set up with 20 members.
- 3.6.6 Several external organisations have attended the College promoting their services (NHS quit your way, Alcohol Focus Scotland, Glasgow Council on Alcohol, Halfords, Costco, Scot West Credit Union). In addition, Home energy Scotland delivered an online session on how to save energy and money (7 attended) and Charlie Waller delivered an online mindfulness session (8 attended).
- 3.6.7 Menself attended all 3 campuses and completed 39 men's health MOTs for men's health awareness month.

4. SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

Appendix 1 - Accident Statistics
 Appendix 2 - First Aid Report
 Appendix 3 - Near Miss Report
 Appendix 4 - Hazard Observations Report
 Link - [Staff Health and Wellbeing Page](#)

5. RISKS

The risks associated with this paper are in connection with ensuring the College's continued compliance with Government Covid-19 guidelines.

6. ANY OTHER SIGNIFICANT IMPACT

eg STUDENT EXPERIENCE/LEGAL/FINANCIAL/EQUALITY & DIVERSITY

N/A

23.14 Appendix 1

Health & Safety Accident Statistics for Glasgow Clyde College 1 August – 31 October 2022

Accident Category	Staff	Hospital	Riddor	Students	Hospital	Riddor	Contractors/ Visitors	Hospital	Riddor	Other	Hospital	Riddor	Total
Slip / Trip / Fall	2	1	1	2									4
Manual Handling													0
Burns / Scalds				3									3
Cuts				4									4
Machinery/Tool Cuts				1									1
Eye Injuries													0
Physical/Verbal Assault	3			1	1								4
Reportable Disease													
Other	1			3									4
TOTAL ACCIDENT	6	1	1	14	1								20

*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.

23.14 Appendix 2

First Aid Call Outs for Glasgow Clyde College 1 August – 31 October 2022

First Aid Call Outs	Staff	Hospital	Riddor	Students	Hospital	Riddor	Contractors/ Visitors	Hospital	Riddor	Other	Hospital	Riddor	Total
First Aid Call Outs	1			18	2					1			20
TOTAL First Aid Call Outs	1			18	2					1			20

Synopsis of First Aid Call Outs

DATE	CAMPUS	COMMENT
21.09.2022	Anniesland	Student felt quite confused & disorientated.
30.08.2022	Anniesland	Student required a dressing for an existing cut.
30.08.2022	Anniesland	Student felt unwell due to sunburn.
16.08.2022	Anniesland	Member of staff hurt her toe at the weekend, and it was still sore. Advised to go to hospital.
25.08.22	Cardonald	Student suffered a panic attack.

09.09.2022	Cardonald	Student required a new bandage for an existing wound.
09.09.2022	Cardonald	Student felt faint.
21.09.2022	Cardonald	Student was struck by a cyclist at Corkerhill train station – slight bruise to left leg.
29.09.2022	Cardonald	Student felt sick
30.09.2022	Cardonald	Student felt faint.
03.10.2022	Cardonald	Student felt faint.
29.08.2022	Langside	Student suffered a seizure.
01.09.2022	Langside	Student felt dizzy.
15.09.2022	Langside	Student had a suspected absence seizure.
20.09.2022	Langside	Student had severe chest pains caused by anxiety. Taxi called to take student to hospital.
21.09.2022	Langside	School pupil – was complaining of chest pains – suffering a panic attack
05.10.2022	Langside	Student suffered a seizure.
07.10.2022	Langside	Student felt unwell. Administered her epi pen and then collapsed.
13.10.2022	Langside	Student had pain in her right calf.
13.10.2022	Langside	Student required an ice pack for an existing skin condition.

23.14 Appendix 3

Near Misses for Glasgow Clyde College

1 August – 31 October 2022

Near Misses	Staff	Hospital	Riddor	Students	Hospital	Riddor	Contractors/ Visitors	Hospital	Riddor	Other	Hospital	Riddor	Total
Near Misses										3			3
TOTAL Near Misses										3			3

23.14 Appendix 4

Hazard Observations for Glasgow Clyde College 1 August – 31 October 2022

Hazard Observations	Staff	Hospital	Riddor	Students	Hospital	Riddor	Contractors/ Visitors	Hospital	Riddor	Other	Hospital	Riddor	Total
Hazard Observations										4			4
TOTAL Hazard Observations										4			4

Organisational Development Committee

Schedule of Work 2022/2023

Standing Items (every meeting)

For discussion	
Key Performance Indicators Report	
Notes re Support and Teaching JCNC meetings	
Assistant Principal HR Report	
For noting	
Attendance Management Report (annual report discussed at Sept meeting)	
Health and Safety Report	
Organisational Development Report	

21 September 2022
Staffing Profile
Annual Attendance Management Report
Blended Working Trial Report (to be included in Assistant Principal's HR Report)
Protected Characteristics – High level plan for communications
PDP Completion Report (to be included in Assistant Principal's HR Report)
Health and Wellbeing Survey – SLT action plan
Workplace planning – retirement/succession
8 February 2023
SFC – Annual Staffing Return
Committee Effectiveness Review
Cost of Living Crisis – Staff Support
Psychological safety of staff
10 May 2023
Employer of Choice Strategy
Equality Mainstreaming Report- including Gender Pay Gap Report
Annual People Report
Update on SLT Action Plan – Health and Wellbeing Survey
PDP Completion Report – update to Audit Committee