

MINUTE OF THE MEETING OF THE ORGANISATIONAL DEVELOPMENT COMMITTEE HELD ON WEDNESDAY 8 FEBRUARY 2023 at 4.30PM via TEAMS

PRESENT:

S Heidinger	Committee Chair
M Docherty	Committee Member
C Walker	Committee Member
G McGuinness	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
G Crankshaw	Organisational Development Manager (until item 23.09)
K Mavor	Clerk to the Board (Minute Taker)

23.01 WELCOME AND APOLOGIES

ACTION

The Chair welcomed all to the meeting, which was held remotely via Teams.

23.02 DECLARATIONS OF INTEREST

There were no declarations of interest.

23.03 MINUTE OF PREVIOUS MEETING: 21 SEPTEMBER 2022

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

23.04 MATTERS ARISING - ACTION GRID

It was noted that the Dignity and Respect at Work policy has been agreed with the Trade Unions and will shortly be published. This will be accompanied by a guidance note.

Steps will be taken towards ensuring that wellbeing discussions are held after an employee has returned to work and this action should remain on the actions grid. A further update will be provided to the Committee.

It was agreed that a further report on progress with recruitment of individuals with protected characteristics will be provided to the Committee. N Patton will liaise with the Clerk to agree the appropriate Committee date.

KM/NP

The Committee was provided with details of the steps that have been taken to improve PDP completion rates including the move to a digitised approach. All employees are being encouraged to complete their PDPs and regular discussions are being held with College managers about ensuring that coaching conversations take place. It was noted that the Committee had discussed improving the PDP completion rate on a number of occasions and, if the latest steps were not impactful, a more fundamental review would be required.

The Committee thanked N Patton for the paper explaining the change in approach to recording stress-related absence. The Committee agreed it was appropriate to measure both work and non-work related stress and that the KPI relating to this important issue allowed the trajectory of stress related absence levels to be monitored.

No further comments were made on the action grid.

23.05 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 which had approved minutes since the last Committee meeting on 21 September 2022.

It was noted by the Committee that the financial challenges facing the sector are regularly discussed at these meetings. There are also ongoing discussions with the Trade Unions on potential changes to the future teaching model to address the College's financial situation.

The Committee was updated on the position with regard to obtaining collective agreement on several policies. The focus is now on ensuring that all of these policies are agreed at a national level rather than locally. This may slow progress on reaching a national solution.

The Committee noted that the COVID Response Committee now meets every four weeks and this is likely to change to 'as and when needed'.

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

Items for Discussion

23.06 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 21 September meeting.

The Committee noted that the Commercial Development restructure was now complete. With regard to the Academic Management restructure, an interim evaluation report was included in the papers. The Committee agreed that this was a high-quality report and a similar approach should be taken for reporting on the lessons learned from other restructures, with the level of detail in each report being proportionate to the complexity of the restructure.

The Committee noted that the VS scheme was approved by Glasgow Colleges Regional Board (GCRB) and the Scottish Funding Council (SFC) and was launched on Monday 23 January 2023 with the first phase closing on 20 February. The Scheme differs to previously offered VS terms but was still considered to be relatively generous in the sector. There is a budget to support the VS process and each application will be assessed on whether or not there is a 'business case' for any VS application.

Flexible and phased retirement options, which varied according to different pension provider rules, will also be brought to the attention of staff following the closure of the VS Scheme.

It was agreed that this paper should not be disclosed.

23.07 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 while a new external provider is sourced. The previous provider was unable to fulfill the requirements of the College.

In relation to working days lost due to sickness, the level reported for Q1 is 4.2%. This is 1.1% higher than last year's Q1 and also above the full year target of 3.9%. The Committee discussed the sickness levels and agreed that the higher levels of staff on campus is likely to have had an impact with higher absence figures. The Committee agreed that it would continue to closely monitor this KPI to establish if there is a trend.

The College is continuing to encourage all staff to complete protected characteristics data.

It was noted that the Committee was being provided with data in relation to the CPD uptake per employee for the first time. The

average number of days CPD per employee for 21/22 was 2.92 days but it is possible that CPD activities are being underreported.

The Committee noted the KPI report. It was agreed that the Committee should closely monitor the data in relation to CPD and also, when considering the next gender pay report, a view should be taken as to whether there should be a more ambitious target for reducing the gender pay gap.

23.08 COMMITTEE EFFECTIVENESS REVIEW

K Mavor presented this paper setting out a review which had been carried out as part of the Committee's annual schedule of work. The checklist provided to the Committee set out the relevant sections from (i) The Committee's own remit and (ii) the Code of Good Governance for Scotland's Colleges and recorded a red, amber or green rating.

The majority of areas had been recorded as green with two areas relating to the people strategy and KPIs recorded as amber. It was agreed that the Employer of Choice Strategy will be shared with the Committee later this year. It is key that this Committee has input into this strategy before the final version is agreed. When this strategy is considered by the Committee, it will also examine whether the current KPIs are appropriately linked to the Employer of Choice Strategy.

It was agreed that the remit should be amended slightly as recommended and the Clerk should also discuss the status of the Staff Governance Standard, as referred to in the Code of Good Governance for Scotland's Colleges, at an upcoming Governance Professional meeting.

KM

23.09 PSYCHOLOGICAL SAFETY - STAFF

L McGaw presented this report providing the Committee with information regarding psychological safety at work and details of initiatives being taken to ensure that the importance of psychological safety is embedded within the College's culture.

The initiatives being taken by the College are as follows; -

- A joint statement on Dignity and Respect at Work will be published in the next few weeks and it will be supported by guidance which aims to ensure that staff know what is considered respectful behaviour. It will be accompanied by a statement from the Principal confirming that the College will not tolerate bullying and harassment.
- Training for line managers has been sourced to ensure they have the skills and knowledge to build psychological safety amongst their teams
- Staff voice and Idea box have been relaunched to ensure that avenues of communication are available to staff.

The Committee thanked L McGaw for the detailed report and it was suggested that further initiatives could include establishing Dignity and Respect Advisors and carrying out wellbeing audits within each College department. L McGaw confirmed further consideration would be given to other means of ensuring psychological safety of colleagues.

LMcG

23.10 COST OF LIVING SUPPORT

L McGaw presented the report setting out the range of support the College is providing to assist staff through the current cost of living crisis. This includes financial support and information sessions for staff, details of discount schemes and internal promotions. The College is also exploring whether or not it would be worthwhile to introduce an employee benefits package. The Committee thanked L McGaw for this report and asked for an update on whether an employee benefits package will be introduced.

LMcG

**23.11 Items for Noting
SFC ANNUAL STAFFING RETURN**

The Committee noted the contents of this report which was submitted to the SFC on 28 October 2022.

23.12 ATTENDANCE MANAGEMENT REPORT (AUG – OCT 2022)

This paper was noted and the Committee referred to the fact that absence for Q1 was higher than the previous year and slightly above the target. The Committee will continue to closely monitor the absence rates.

23.13 ORGANISATIONAL DEVELOPMENT REPORT

This report provided a summary of the activities of the Organisational Development team since the last report in September 2022. The Committee noted the report and the introduction of the internal communications guidelines for staff. The re-launch of the idea box and staff voice was particularly welcomed.

23.14 HEALTH AND SAFETY REPORT

This report covered activity undertaken by the Organisational Development Team in relation to Health & Safety since the last report to the Committee in September 2022 and statistical data covering the reporting period 1 August 2022 to 31 October 2022. The Committee noted the contents of this report, emphasising the importance of encouraging near miss and hazard reporting.

J Vincent provided the Committee with details surrounding the recent temporary closure of Anniesland campus. The Committee was reassured to hear that all decisions being made were risk assessed and based on advice being taken from professionals.

23.15 SCHEDULE OF WORK

The Committee noted the upcoming schedule of work for the remainder of 2022/23.

23.16 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

It was agreed that the Committee should be provided with an assessment measuring the impact of restructures on differing protected characteristics as part of the review reports.

LMcG

23.17 REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)

Papers to be disclosed as per their cover sheet with the Assistant Principal's Report and HR KPIs both being non-disclosable.

23.18 ANY OTHER BUSINESS/ITEMS FOR FUTURE AGENDA

As discussed earlier in the meeting, the Employer of Choice Strategy will be considered later in the year. An update on the Health and Wellbeing Survey action plan, a PDP participation update, the Gender Pay Gap Report and Staff Engagement Survey Plans would also feature.

DATE OF NEXT MEETING

10 May 2023