A MEETING OF THE ORGANISATIONAL DEVELOPMENT COMMITTEE WILL BE HELD ONLINE FROM 4.30PM ON WEDNESDAY 4 FEBRUARY 2026.

AGENDA

26.01	Welcome and apologies	FB
26.02	Declarations of interest	FB
26.03	Intimations of any other business	FB
26.04	Draft minutes of the previous meeting	FB
26.05	Matters arising	FB
26.06	People and culture report	LM
26.07	JCNC meeting report	NP
26.08	KPI report	LM
26.09	Policy review	LM
26.10	Schedule of work	JH
26.11	Committee Remit	JH
26.12	Items for any other business	FB

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING	
Date of Meeting:	4 February 2026
Paper Title:	Assistant Principal: People and Culture Report
Action:	Information
Prepared by:	Lorraine McGaw, Assistant Principal: People and Culture
Agenda Item:	26.06
Status:	Disclosable

1. PURPOSE OF THE REPORT

The report aims to update the Organisational Development Committee on recent activities within the People and Organisational Development functions focusing particularly on areas not covered in other Committee papers since the last meeting.

2. ACTION FOR THE COMMITTEE

The Organisational Development Committee are asked to note the content of this report.

3. BRIEF BACKGROUND INFORMATION

3.1 Support Staff Pay Agreement 2025 - 2028

At the Organisational Development Committee meeting in November 2025, it was reported verbally that a three-year pay agreement for support staff had been reached. This agreement has now been fully implemented, with the revised salary rates and associated backpay included in staff members' December payroll.

The details of the agreed pay award are as follows:

- Year 1 (September 2025–26): 4.25% uplift
- Year 2 (September 2026–27): 3.40% uplift
- Year 3 (September 2027–28): 3.00% uplift
- Flat Cash Underpin: Staff with salaries below £27,000 will receive a cash underpin of £1,150 in Year 1
- Overtime Threshold: The salary ceiling after which overtime is payable has been increased to £44,000
- Stand-by Allowance: The weekly stand-by allowance will rise to £120

3.2 Revised National Recognition and Procedures Agreement (NRPA)

The revised National Recognition and Procedures Agreement (NRPA) has now been formally issued to colleges. As confirmed by College Employers Scotland (CES), there are no fundamental changes to the existing agreement. The revised document has been developed collaboratively with the recognised Trade Unions and represents an update and refinement of the current NRPA rather than the creation of an entirely new agreement.

CES has provided explicit assurance that the proposed revisions do not alter the position of Colleges as employers, nor do they introduce any new obligations. Instead, the revisions consolidate and clarify existing arrangements to support effective national bargaining processes.

The revised NRPA is scheduled to be considered for approval at the next CES meeting on Wednesday 4 February 2026. Following this, and in line with the joint intention of the trade unions and the management side, it is anticipated that the revised agreement will come into effect on 1 March 2026.

Colleges are therefore invited to note the updated position and the forthcoming implementation date. Further updates will be provided as required.

3.3 **Quarter 1 Absence Summary (2025–26)**

Sickness absence rose to 4.39% in Q1 2025-26, an increase of 1.06 percentage points compared with the same period last year. Both long term (2.88%) and short term (1.50%) absence contributed to this rise, with short term absence showing the larger increase year on year. Overall levels are now almost identical to those seen two years ago, reflecting a rebound after the unusually low absence rates recorded in 2024-25. The composition of absence continues to shift towards long-term cases, indicating more complex or chronic health issues across the workforce.

Mental health related absence remains the leading cause of sickness, driven by both nonwork related and work-related stress. Work-related stress has increased and now appears in both long and short term categories, affecting eight employees across teaching and support roles. Short term absence has also been influenced by rises in seasonal illnesses (notably coughs, colds and flu) and increased short duration episodes of nonwork related stress. Bereavement and musculoskeletal conditions continue to feature prominently in both long and short term absence and have increased compared with last year.

At the November 2025 meeting, the Committee requested that future absence reports provide a comprehensive breakdown of all recorded reasons for absence, rather than limiting the analysis to the top five categories. In response to this request, full absence reason data will now be incorporated into reporting arrangements.

This enhanced level of detail will be included in the annual update report, ensuring the Committee has full visibility of trends and underlying causes across the full spectrum of absence reasons.

3.4 **Health and Safety Quarter 1**

Accident Statistics

A total of 42 accidents were recorded, representing an increase of four compared with the same period last year. No emerging trends have been identified that would require targeted action in any particular area.

One RIDDOR reportable incident was notified to the Health and Safety Executive (HSE) during this Quarter. This involved a member of staff who sustained a knee injury while carrying out their duties, resulting in an absence of more than seven days.

First Aid Call Outs

During the reporting period, College First Aiders responded to 32 call outs. This compares with 37 call outs during the same period last year. As in previous years, the majority of these call outs continue to relate to students.

Near Miss Reports

There were five Near Miss Reports submitted in Quarter 1. We continue to promote the use of the AIR system for reporting Near Misses through Clyde Connects and via Organisational Development information sessions for staff.

Hazard Observations

A total of three hazard observations were recorded during the reporting period, consistent with the same period in the previous Academic Year. Promotion of the AIR system for reporting Hazard Observations also continues through Clyde Connects and Organisational Development information sessions for staff.

3.5 **Internal Communications Survey – Summary of Results and Actions**

The Internal Communications Pulse Survey, conducted between 30 September and 13 October 2025, received 127 responses, maintaining a consistent 15% response rate compared with the previous pulse survey. Overall sentiment was moderately positive. Staff expressed reasonable confidence in knowing where to find accurate College-wide information, giving an average score of 6.5 out of 10. Most respondents found College-wide communications helpful, with more than 95% indicating that they were at least sometimes useful. However, awareness and use of two-way communication channels varied considerably across the organisation.

Staff Voice and Clyde Shout Outs were the most familiar channels, while CLYDEhub had the lowest level of awareness.

Engagement with the survey also differed across staff groups and areas. Support staff took part in higher numbers than expected, whereas lecturing staff were underrepresented. The Finance & Infrastructure team accounted for the largest proportion of responses, likely influenced by the targeted survey sessions offered to catering and cleaning teams across campuses. By location, Cardonald performed proportionately well, Langside exceeded expected participation, and Anniesland fell below its anticipated response rate.

To strengthen internal communications and encourage wider engagement in future surveys, the Organisational Development Team is taking forward a number of actions. They will revise and streamline the Internal Communications Guidelines and continue offering survey drop-in sessions for non-desk-based colleagues, alongside information stalls open to all staff. A focus group is being held for disabled staff to explore specific communication barriers, and roadshows covering every college area are already underway. Visibility of Staff Voice representatives has also been increased through a new Clyde Connects feature. In addition, managers have recently participated in development sessions on Hive and broader staff engagement.

Looking ahead, the pulse survey will be repeated in three to four years to measure progress and impact. The next upcoming survey, however, will be a full engagement survey, scheduled to run from 19 March to 2 April 2026. In an effort to boost

participation, this survey will include just 14 questions - considerably fewer than the 42 included in the last full engagement survey in 2023.

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:	4 February 2026
Paper Title:	KPI Report Quarter 1 2025/26
Action:	Information
Prepared by:	Lorraine McGaw, Assistant Principal: Human Resources
Agenda Item:	26.08
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 2025/26. For data protection purposes, the Committee are asked to note that the Human Resources Management KPIs are non-disclosable.

2. ACTION FOR THE COMMITTEE

To committee are requested to discuss the report.

3. BRIEF BACKGROUND INFORMATION

The Organisational Development Committee requested that a Red, Amber, Green (RAG) status be used for 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 highlighted for Quarter 1 Academic Session 2025/26:

Occupational Health surveillance baseline test completion for at risk areas

Occupational Health surveillance baseline testing is progressing well across all identified at-risk areas. As of the end of Quarter 1, 88% of baseline tests have been successfully completed, reflecting strong engagement and continued commitment to ensuring a safe and healthy workplace.

Number of Accidents Reported

There continues to be a steady increase in the number of accidents being reported, which is a positive indicator of the significant work undertaken to promote a strong reporting culture. This upward trend reflects greater awareness and improved confidence in the reporting process.

Working days lost through sickness absence

Overall sickness absence for Quarter 1 stands at 4.39%, representing an increase of 1.06 percentage points compared with the same period last year. Both long-term (2.88%) and short-term (1.50%) absence contributed to this rise, with short-term absence showing the more significant year-on-year increase. As agreed at the November Committee meeting, this KPI will no longer be measured against a specific target figure

Working days lost to work related stress

In the first Quarter of the 2025/26 Academic Year, work-related stress accounted for 0.57% of overall absence, representing an increase of 0.32 percentage points compared with the same period last year.

A total of eight employees were affected - four support staff and four lecturing staff. This reflects a balanced distribution across staff groups, with the resulting absence impacting both operational support functions and teaching delivery.

As agreed at the November Committee meeting, this KPI will no longer be measured against a specific target figure.

4. SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

Appendix 1: Key Performance Indicator Grid
Appendix 2: Key Performance Indicator Quarter 1 Comparison Grid

5. RISKS

There are no specific risks associated with this paper.

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

N/A

Key Perfomance Indicator	Report	Target	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26 Quarter 1	2025/26 Quarter 2	2025/26 Quarter 3	2025/26 Quarter 4
HEALTH AND WELLBEING														
Occupational health surveillance baseline test completion for at risk areas	Quarterly	100% actioned within 2 months of start date	30%	54%	3%	0%	42%	65%	58%	97%	88%			
HEALTH AND SAFETY														
Health and Safety induction completion rates	Quarterly	100% within 1 month	71%	30%	46%	77%	93%	90%	93%	95%	95%			
Number of Near Misses Reported	Quarterly	Increase awareness of reporting	N/A	N/A	5	8	23	11	8	17	5			
Number of Accidents Reported	Quarterly	Increase awareness and reporting	84	97	87	24	64	97	92	92	42			
DEVELOPMENT AND TRAINING														
Staff induction completion rates	Quarterly	100% within 2 months	61%	51%	31%	63%	96%	95%	94%	96%	100%			
% of probationary/progress reviews completed at 3 months	Annually	100%	90%	72%	82%	87%	100%	89%	96%	83%				
% of probationary/progress reviews completed at 6 months	Annually	100%	49%	88%	88%	90%	100%	92%	92%	74%				
% of successful probationary/progress reviews	Annually	95%	49%	88%	88%	90%	98%	100%	100%	100%				
Staff PDP completion rate (%)	Annually	95%	N/A	22%	5%	24%	38%	No Data	No Data	52%				
Days training/CPD uptake per employee	Annually	3 days per staff member	No Data	No Data	No Data	No Data	2.92	2.46	2.26	1.6				
SICKNESS ABSENCE														
Working days lost through sickness absence	Quarterly	N/A	3.65%	4.59%	3.78%	3.20%	3.18%	5.06%	4.72%	3.86%	4.39%			
Working days lost to work related stress	Quarterly	1%	N/A	N/A	0.51%	0.14%	0.25%	0.49%	0.17%	0.25%	0.57%			
STAFF DIVERSITY PROFILES														
Equal Pay (Gender Pay Gap)	Annually	Less than 5.0%	5.77%	6.00%	6.00%	3.00%	3.00%	2.23%	3.93%	8.16%				
RECRUITMENT AND RETENTION														
% Permanent staff voluntary turnover	Quarterly	Monitored	3.54%	4.44%	6.00%	3.70%	10.97%	2.11%	10.70%	6.48%	3.12%			
Staff engagement level	Annually	10 - full staff engagement	6.3	6.3	6.3	6.3	7.4	6.7	6.7	6.7				
HUMAN RESOURCE MANAGEMENT														
Number of disciplinaries each year	Annually	Less than 10												
Number of grievances each year	Annually	Less than 10												
Number of capability reviews per year	Annually	N/A												
No of dignity at work Cases	Annually	Less than 5												
Number of dismissals	Annually	Less than 5												

Key Perfomance Indicator	Report	Target	2024/25 - Q1	2025/26 - Q1
HEALTH AND WELLBEING				
Occupational health surveillance baseline test completion for at risk areas	Quarterly	100% actioned within 2 months of start date	0%	88%
HEALTH AND SAFETY				
Health and Safety induction completion rates	Quarterly	100% within 1 month	100%	95%
Number of Near Misses Reported	Quarterly	Increase awareness of reporting	3	5
Number of Accidents Reported	Quarterly	Increase awareness and reporting	38	42
DEVELOPMENT AND TRAINING				
Staff induction completion rates	Quarterly	100% within 2 months	100%	100%
% of probationary/progress reviews completed at 3 months	Annually	100%		
% of probationary/progress reviews completed at 6 months	Annually	100%		
% of successful probationary/progress reviews	Annually	95%		
Staff PDP completion rate (%)	Annually	95%		
Days training/CPD uptake per employee	Annually	3 days per staff member		
SICKNESS ABSENCE				
Working days lost through sickness absence	Quarterly	N/A	3.33%	4.39%
Working days lost to work related stress	Quarterly	N/A	0.08%	0.57%
STAFF DIVERSITY PROFILES				
Equal Pay (Gender Pay Gap)	Annually	Less than 5.0%		
RECRUITMENT AND RETENTION				
% Permanent staff voluntary turnover	Quarterly	Monitored	3.30%	3.12%
Staff engagement level	Annually	Target 10 - full staff engagement		
HUMAN RESOURCE MANAGEMENT				
Number of disciplinaries each year	Annually	Less than 10		
Number of grievances each year	Annually	Less than 10		
Number of capability reviews per year	Annually	N/A		
No of dignity at work Cases	Annually	Less than 5		
Number of dismissals	Annually	Less than 5		

ORGANISATIONAL DEVELOPMENT COMMITTEE MEETING

Date of Meeting:	4 February 2026
Paper Title:	Policies Review Paper
Action:	For decision
Prepared by:	Lorraine McGaw, Assistant Principal: People and Culture
Agenda Item:	26.09
Status:	Disclosable

1. PURPOSE OF THE REPORT

The purpose of this paper is to present the proposed updates to a suite of Board policies and to provide the Committee with an overview of the changes made.

2. ACTION FOR THE COMMITTEE

The Organisational Development Committee is asked to review and approve the proposed amendments to the policies attached to this report.

3. BRIEF BACKGROUND INFORMATION

As part of the standard review cycle, the following Board policies are now due for review:

- Policy 3.1 Staffing;
- Policy 3.2 Secure Handling, Use, Storage and Retention of Disclosure Information;
- Policy 3.3 Staff Management;
- Policy 3.4 Continuing Professional Development;
- Policy 3.5 Healthy College;
- Policy 3.6 Local Negotiation.

The updated drafts have been reviewed and revised to ensure continued alignment with legislative requirements, good practice, and the operational needs of the College.

<u>Unethical Behaviour and Whistleblowing</u>

Although the current Board Whistleblowing Policy is not due for review until March 2027, legislative changes taking effect on 6 April 2026 introduce new requirements under the Employment Rights Act 2025 (ERA 2025). From this date, any disclosure made by a worker that indicates sexual harassment has occurred, is occurring, or is likely to occur must be treated as a protected disclosure.

To ensure compliance with these statutory obligations, an amendment to the policy has been drafted to incorporate this new requirement.

4. SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

Updated versions of the following policies with changes tracked are enclosed.

- Policy 2.1 Unethical Behaviour and Whistleblowing (additional paper see page 33 of pack)
- Policy 3.1 Staffing;
- Policy 3.2 Secure Handling, Use, Storage and Retention of Disclosure Information;
- Policy 3.3 Staff Management;
- Policy 3.4 Continuing Professional Development;
- Policy 3.5 Healthy College;
- Policy 3.6 Local Negotiation.

5. RISKS

No risks have been identified in relation to these policy updates.

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

None identified.

Policy Area: ~~Human Resources~~People and Culture

Policy Title: Staffing

Revision No.: ~~2~~3

Review Due: On or before March ~~2026~~2030

It is the policy of the Board of Management that:

- the College is ~~will be~~ supported in developing and sustaining ~~maintaining~~ a positive organisational culture where staff are recognised and valued, have clarity about their roles and responsibilities~~are clear about what is expected of them~~, are supported in their ongoing development, and are treated with dignity and respect at all times;

- individuals who are appropriately qualified, ~~and~~ experienced and competent are ~~will be~~ employed to ensure the effective ~~support the~~ delivery of a high quality curriculum and an excellent student experience;

- no applicant will be subject to less favourable treatment on the grounds of any of the nine protected characteristics ~~outlined in~~ under the Equality Act 2010 nor on the basis of information disclosed through the ~~based on the subject of a~~ Disclosure process;

- applications from a broad and diverse pool ~~wide range~~ of candidates are actively encouraged ~~who reflect~~ reflecting the characteristics of our local communities, in order to develop and maintain ~~are sought and recruited to ensure~~ an inclusive and diverse workforce;

- the level and composition of staffing is kept under ~~will be subject to~~ continuous review and forward planning, ensuring alignment with the strategic and operational ~~to ensure that it reflects both the~~ requirements of the College and with financial restraints, while maintaining an appropriate ~~but that an adequate level of~~ staffing complement and ~~the correct~~ mix to support ~~of staffing be maintained to enable the~~ efficient and effective Organisational functioning ~~of the College~~;

- the College ~~will~~ acts fairly, transparently and consistently in ~~its~~ all maters relating to workforce change, including any ~~dealings with all employees in the event of an~~ identified requirement ~~need~~ to reduce the staffing complement; and

- regrading and secondment requests are considered ~~will be dealt with~~ fairly, ~~and~~ consistently and ~~will be managed~~ in a financially appropriate manner, ensuring appropriate governance and alignment with organisational needs.

This Policy has been developed in line with all relevant legislation including the Equality Act 2010 and covers all individuals including, but not limited to, those with the following protected characteristics: Age, disability, gender reassignment (including gender identity

and expression), marriage and civil partnership status, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation.

History of changes

Revision	Description	Adopted	Authorised
0	First draft.	November 2013	LMcG
1	Addition of first bullet point and amendments to the second, fourth and fifth bullet points.	March 2017	Organisational Development Committee
2	Addition of point relating to inclusive and diverse workforce and updated Equality statement.	March 2022	Organisational Development Committee
3	Minor wording update and Policy Area name updated to People and Culture	March 2026	Organisational Development Committee

Policy Area: ~~Human Resources~~ People and Culture

Policy Title: Secure Handling, Use, Storage and Retention of Disclosure Information

Revision No.: ~~2~~ 3

Review Due: On or before March ~~2026~~2030

It is the policy of the Board of Management that:

- the College will comply ~~complies~~ fully with all legislative and regulatory requirements governing ~~issued Codes of Practice and all relevant legislation regarding~~ the correct use, storage, retention, renewal and destruction ~~handling, holding and destroying~~ of Disclosure and PVG information including role eligibility and regulated work requirements;

- Disclosure and PVG information will be ~~is~~ used only for the specific purpose for which it has been provided, such as assessing suitability for regulated work, employment, volunteering or Board membership;

- PVG vetting information will be considered only where relevant, proportionate and necessary, and any decision-making process will reflect the College's commitment to fairness, safeguarding, and equality of opportunity.

- ~~.~~

- Access to Disclosure and PVG information is strictly limited to authorised personnel who require such information to carry out their duties passed only to those who are authorised to see it in the course of their duties and ~~unnecessary copying will be avoided;~~ (e.g., members of the People Team, recruiting managers, or the Principal where required).

- ~~.~~

- ~~Disclosure information is held securely and access to it is strictly controlled;~~ Unnecessary copying, sharing or forwarding of Disclosure or PVG information is prohibited.

- All Disclosure certificates, PVG scheme records, member numbers and related communications will be kept securely with strictly controlled access.

- ~~,~~

- ~~.~~

- Disclosure information will ~~is~~ not be retained ~~for any~~ longer than necessary. Typically, this means only for the period required to make or verify a recruitment or safeguarding decision. ~~is required; and~~

- PVG scheme records will be retained only until the College carries out a recheck, the individual leaves their role, or statutory obligations require otherwise.
-
- The College will operate an organised PVG renewal cycle aligned with Disclosure Scotland guidance (e.g., five-year renewal).

- When Disclosure or PVG information is no longer required it will be destroyed ~~in a secure manner~~ securely.

This Policy has been developed in line with all relevant legislation including the Equality Act 2010 and covers all individuals including, but not limited to, those with the following protected characteristics: Age, disability, gender reassignment (including gender identity and expression), marriage and civil partnership status, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation.

History of changes

Revision	Description	Adopted	Authorised
0	First draft.	November 2013	LMcG
1	Amendment to third bullet point.	March 2017	Organisational Development Committee
2	Updated Equality statement.	March 2022	Organisational Development Committee
3	Major update of wording to include changes to disclosure arrangements and inclusion of PVG. Policy Area name updated to People and Culture	March 2026	Organisational Development Committee

Policy Area: ~~Human Resources~~ People and Culture

Policy Title: Staff Management

Revision No.: ~~2~~ 3

Review Due: On or before March ~~2026~~ 2030

It is the policy of the Board of Management that:

- employee grievances are addressed promptly and at the earliest ~~will be settled as near to the point of origin as~~ possible stage with every effort made to resolve issues ~~and that disputes will be settled~~ fairly, informally ~~and speedily, using mediation~~ where appropriate , and as close to the point of origin as possible. Mediation will be offered where it is suitable and likely to support a constructive resolution.;

- ~~where discipline is necessary for the conduct of the College's affairs and for the safety and wellbeing of employees, it will be actioned fairly and consistently~~ Disciplinary action, when required to maintain the effective operation of the College and to safeguard employee wellbeing, will be applied fairly, proportionately, and consistently in accordance with established procedures.;

- Attendance is ~~will be~~ managed in a supportive manner and transparent, with all absence information ~~and will be~~ reported, recorded, monitored and analysed in accordance with ~~issued~~ approved procedures to ensure early intervention and appropriate support;

- A structured framework is in place ~~exists for~~ to identify ~~identifying~~ and ~~addressing~~ address early ~~difficulties which may occur in the~~ performance concerns~~of a job~~, ensuring that employees receive timely guidance, support, and opportunities to improve;

- Issues of capability are handled fairly objectively, and consistently, with clear processes in place to support employees in meeting the expectations of their role.

- ~~there is a fair and consistent approach taken to resolving issues of capability; and~~

- the College promotes a fair and equitable balance between work and personal life ~~will be facilitated~~ for all employees, ensuring that a comprehensive range of leave and support arrangements is available and accessible.
- ~~and that a range of support to cover all aspects of employees leave will be made available.~~

This Policy has been developed in line with all relevant legislation including the Equality Act 2010 and covers all individuals including, but not limited to, those with the following protected characteristics: Age, disability, gender reassignment (including gender identity

and expression), marriage and civil partnership status, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation.

History of changes

Revision	Description	Adopted	Authorised
0	First draft.	November 2013	LMcG
1	Amendments to first and sixth bullet points.	March 2017	Organisational Development Committee
2	Updated Equality statement.	March 2022	Organisational Development Committee
3	Updated wording and Policy Area name updated to People and Culture	March 2026	Organisational Development Committee

Policy Area: ~~Human Resources~~ People and Culture

Policy Title: Continuing Professional Development

Revision No.: ~~2~~3

Review Due: On or before March ~~2026~~2030

It is the policy of the Board of Management to ensure that:

- on commencement of employment, employees ~~will~~ participate in induction training, ~~commensurate with their role~~;
- all lecturing staff are required to ~~will~~ work towards an appropriate teaching qualification;
- opportunities ~~will be~~ are provided for continuing academic and professional development for colleagues to support delivery of ~~in relation to~~ College aims and objectives;
- learning and development opportunities are made available ~~will be provided~~ for all employees participating in the Personal Development Plan process with activities ~~and will be~~ centred on improving the quality of the student experience;
- all employees are expected to identify and discuss their development needs ~~will identify and discuss their development needs~~ with their line manager as part of the Personal Development Plan process; and
- employees will have the opportunity to apply for further and higher education sponsorship where this benefits both the individual and the employer.

This Policy has been developed in line with all relevant legislation including the Equality Act 2010 and covers all individuals including, but not limited to, those with the following protected characteristics: Age, disability, gender reassignment (including gender identity and expression), marriage and civil partnership status, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation.

History of changes

Revision	Description of changes	Adopted	Authorised
0	First draft.	November 2013	LMcG
1	Amendments to second and sixth bullet points.	March 2017	Organisational Development Committee
2	Minor updates to statements throughout and updated Equality statement.	March 2022	Organisational Development Committee
3	Inclusion of the Personal Development Planning process in the policy and Policy Area name updated to People and Culture	March 2026	Organisational Development Committee

Policy Area: ~~Human Resources~~ People and Culture

Policy Title: Healthy College

Revision No.: ~~2~~3

Review Due: On or before March ~~2026~~2030

It is the policy of the Board of Management to:

- fully support all efforts to create, promote and maintain a safe, secure and healthy environment for students, employees or others within the College;
- promote and encourage responsible, safe and sensible attitudes towards alcohol consumption, and offer positive assistance and support to any employee who identifies themself as experiencing difficulties relating to alcohol and/or drugs;
- support and uphold the principle of increasing the understanding of workplace stress, recognising it's potential impact on health, performance and morale, and implement ~~at all levels of the organisation, of stress within the work environment and take~~ preventative and protective measures to reduce the risk of undue or avoidable stress;
- promote positive mental health and wellbeing, embedding awareness at all levels of the organisaton and actively working ~~and strive~~ to reduce the stigma ~~attached~~ associated with~~to~~ mental illness;
- create and sustain an environment in ~~within~~ which all staff, students and visitors are treated with dignity, courtesy and respect and where unacceptable behavior is challenged and addressed;
- ensure that smoking is strictly prohibited throughout all Glasgow Clyde College buildings, with no exceptions, including College vehicles;
- maintain appropriate ~~have in place suitable~~ signage, information, monitoring arrangements and disciplinary ~~arrangements~~ processes to ~~promote~~ support compliance with the Smoking, Health and Social Care (Scotland) Act 2005 and the Prohibition of Smoking in certain Premises (Scotland) Regulations 2006; and
- provide accessible information on sources of help and support for staff and students who wish to reduce or cease ~~give up~~ smoking.

The Board may designate specific external areas where smoking is permitted. Any such areas will be fully compliant with ~~legislation~~legisative requirements and the ongoing ~~. The~~ appropriateness of permitting smoking in these locations ~~external areas of the site~~ will be monitored abd reviewed regularly to ensure they remai safe, suitable and consistent with College aims and regulatory responsibilities. ~~kept under review in consultation with staff and students.~~

This Policy has been developed in line with all relevant legislation including the Equality Act 2010 and covers all individuals including, but not limited to, those with the following protected characteristics: Age, disability, gender reassignment (including gender identity and expression), marriage and civil partnership status, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation.

History of changes

Revision	Description	Adopted	Authorised
0	First draft.	November 2013	LMcG
1	Policy 10.2 'Smoking Policy' incorporated within Policy 3.5 'Healthy College', amendment to first and second and addition of fifth bullet point.	March 2017	Organisational Development Committee
2	Minor updates to statements throughout and updated Equality statement.	March 2022	Organisational Development Committee
3	Minor wording changes throughout and Policy Area name updated to People and Culture	March 2026	Organisational Development Committee

Policy Area: ~~Human Resources~~ People and Culture

Policy Title: Local Negotiation

Revision No.: ~~2~~3

Review Due: On or before March ~~2026~~2030

It is the policy of the Board of Management to:

- recognise ~~acknowledge~~ the importance of undertaking ~~conducting~~ local negotiations ~~regarding~~ on any terms and conditions that fall out with the scope of the National Recognition and Procedure Agreement (NRPA);

- delegate to the Principal the ~~–~~operational responsibility for conducting such negotiations, within Board approved guidelines; and

- delegate to the Organisational Development Committee the authority to grant ~~responsibility for~~ final approval of any agreements reached through these negotiations.

This Policy has been developed in line with all relevant legislation including the Equality Act 2010 and covers all individuals including, but not limited to, those with the following protected characteristics: Age, disability, gender reassignment (including gender identity and expression), marriage and civil partnership status, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation.

History of changes

Revision	Description	Adopted	Authorised
0	First draft.	November 2013	SW
1	Policy Area change, from Board of Management to Organisational Development and Policy Number change from 1.3 to 3.6.	March 2017	Organisational Development Committee
2	Update to first bullet in relation to NRPA and updated Equality statement.	March 2022	Organisational Development Committee
3	Minor wording changes and Policy Area name updated to People and Culture	March 2026	Organisational Development Committee

Organisational Development Committee

Schedule of Work 2025/26

The Committee meets three times per year.

- 19 NOVEMBER 2025
- 4 FEBRUARY 2026
- 20 MAY 2026

**An informal meeting on KPI and Monitoring Data will be held in September.*

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.

19 NOVEMBER 2025	
Standing Items	
Assistant Principal People and Culture Report May include: • Attendance update • General Organisational Development (seeking Committee views on priorities) • CPD TQFE teaching qualification data	For Discussion
Notes re Support and Teaching JCNC meetings	For Discussion
Key Performance Indicators Review KPI Report, may include: • Absence	For Discussion/Approval
Monitoring Data Report	For Noting
Health and Safety Report (full year figures 24/25)	For Discussion
Annual Reports	
Staffing Profile	For Noting
Committee Effectiveness Review Update As Required	For Noting

Internal / External Audit Reports As Required	For Noting
Our People Report	For Noting
Absence Report (full data required see Nov 2025 minute)	For Discussion

4 FEBRUARY 2026	
Standing Items	
Assistant Principal People and Culture Report May include: • Attendance update • General Organisational Development (seeking Committee views on priorities) • H&S Update	For Discussion
Notes re Support and Teaching JCNC meetings	For Discussion
Key Performance Indicators Report • Alignment with new strategic plan	For Discussion/Noting
Monitoring Data Report	For Noting
Policy Review: • Staffing • Secure Handling, Use, Storage and Retention of Disclosure Information • Staff Management • Continuing Professional Development • Healthy College • Local Negotiation	For Discussion and Approval
Annual Reports	
Internal / External Audit Reports As Required	

20 MAY 2026	
Assistant Principal People and Culture Report May include: • Attendance update • General Organisational Development (seeking Committee views on priorities) • H&S Update including Compliance Update	For Discussion
Notes re Support and Teaching JCNC meetings	For Discussion

Employer of Choice Strategy 2026-2030	For Discussion
Key Performance Indicators Report • Review KPIs against new College Strategy	For Discussion
Monitoring Data Report	For Noting
Annual Reports	
Equality Mainstreaming Report- including Gender Pay Gap Report Bi-annual 2025, 2027, 2029	For Noting
Equality Diversity and Inclusion Report (Bi-annual 2026, 2028, 2030) • Gender Pay Gap • Equal Pay • Nurture • Emily Test • Staff Experience	For Discussion
Committee Effectiveness Review Biennial 2024/25, 2026/27	For Noting
Internal / External Audit Reports As Required	For Noting
Committee Remit Review Bi-Annual 2025/26, 2027/28	For Discussion / Noting

ORGANISATIONAL DEVELOPMENT COMMITTEE

REMIT OF COMMITTEE

These functions are delegated by the Board of Management to the Organisational Development Committee

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.

To fulfil this function the Committee will:

Within the boundaries set by national bargaining, determine the parameters within which the remuneration and conditions of service of all employees, other than the Principal and Senior Management, are set.

Formulate the Board's Employer of Choice Strategy and monitor this to ensure targets are being met.

Monitor compliance with relevant legislative or professional requirements relating to the employment of staff.

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.

Review staff engagement including staff survey outputs and communication campaigns and consider any matters arising which may require to be monitored or raised at Board level.

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.

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.

MEMBERSHIP

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.

The Clerk to the Board, the Chief Operating Officer, the Assistant Principal People and Culture , Head of People, and the Organisational Development Manager attend the Committee as advisors. The Committee meets three times per year.

QUORUM

The quorum set by the Committee is three members of which at least one should be a Non-Executive member.

REVIEWED JANUARY 2026

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Policy Area: Board of Management

Policy Title: Unethical Behaviour and Whistleblowing

Revision No.: 2

Review Due: On or before March 2027

It is the policy of the Board of Management to:

- endorse the principles of public life as defined by current regulations and guidance e.g. the "Nolan" Committee;
- investigate fully any substantive allegation of a breach of relevant legislation e.g. these standards, in its corporate governance or in its strategic and operational management;
- investigate fully any substantive allegation made under the terms of the Public Interest Disclosure Act 1998;
- treat disclosures indicating that sexual harassment has occurred, is occurring, or may occur as protected disclosures under the Employment Rights Act 2025.
- deal with malicious allegations within the College's existing disciplinary procedures;
- deal with malicious allegations by Board members within the College's existing procedure for Unethical Behaviour and Whistleblowing;
- behave with integrity and propriety and to act within the law and the regulations, procedures and practices laid down in relation to the conduct of the College's business;
- ensure they are aware of and have ready access to, the Colleges agreed policies and procedures;
- encourage members and employees to raise any concerns they have about fraud and corruption immediately they occur;
- ensure that its members comply with the Colleges Code of Conduct for members of its Board and also its Financial Regulations;
- ensure that all procurement is conducted prudently and honestly;
- require the College to operate a system of financial record keeping and budgetary control capable of meeting both the College's own internal accounting needs and the need to demonstrate accountability for the use of public funds; and
- ensure that the risk of fraud and corruption is minimised.

This Policy has been developed in line with all relevant legislation including the Equality Act 2010 and covers all individuals including, but not limited to, those with the following protected characteristics: Age, disability, gender reassignment (including gender identity and expression), marriage and civil partnership status, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation.

History of changes

Revision	Description	Adopted	Authorised
0	First draft.	December 2013	SW
1	Policy reviewed with no updates required.	March 2017	Board of Management
2	Updated Equality statement.	March 2022	LM