

MINUTE OF THE MEETING OF THE ORGANISATIONAL DEVELOPMENT COMMITTEE HELD ON WEDNESDAY 20 SEPTEMBER 2023 at 4.30PM (LANGSIDE CAMPUS)

PRESENT:

S Heidinger	Committee Chair
F Brown	Committee Member
M Tuskova	Committee Member
J Vincent	Committee Member (from 16:50)

IN ATTENDANCE:

L McGaw	Assistant Principal: Human Resources
N Patton	Head of Human Resources (via teams link)
G Crankshaw	Operational Development Manager
K Mavor	Clerk to the Board (Minute Taker)

23.38 WELCOME AND APOLOGIES

ACTION

The Chair welcomed all to the in-person meeting held at Langside Campus. The Chair took the opportunity to acknowledge that it was Fergus Brown and Martina Tuskova's first meeting and welcomed them to the Committee.

Apologies were noted from R Micklem.

23.39 DECLARATIONS OF INTEREST

There were no declarations of interest.

23.40 MINUTE OF PREVIOUS MEETING: 10 MAY 2023

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

23.41 MATTERS ARISING - ACTION GRID

After considering the minutes of 10 May 2023 it was agreed that a further action should be added relating to how the success of 'report and support' is measured and for the Committee to be provided with an update on the Emily Test Charter.

DM

With regard to the blended working trial, the Committee noted that this has been extended to allow for Trade Unions to be consulted. Once these discussions have taken place it was agreed that a draft of the blended working policy should be shared with this Committee.

LMcG

For the benefit of the new members, an overview of the background to the staff related legacy procedures was provided and it was noted that this remained an ongoing action.

No further comments were made on the action grid.

23.42 NOTES OF SUPPORT AND TEACHING JCNC MEETINGS

L McGaw 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 10 May 2023.

L McGaw confirmed to the Committee that the Trade Unions were aware of the extent of the financial challenges facing the College with this subject being discussed regularly.

The Committee noted the paper and discussed its content. 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

23.43 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 10 May 2023 meeting.

The update in relation to VS Scheme was noted with a total of 57 individuals (39 lecturing and 18 support staff) having accepted voluntary severance after three phases. Applications continue to be received on an ad hoc basis and management has been revisiting applications made in each phase.

The TUPE arrangements for the transfer of cleaning staff at Langside and Anniesland are now in place and staff will transfer to the College's employment on 14 October 2023.

The Committee noted the position with regard to industrial action with action short of strike continuing and further strike action scheduled to take place in October 2023. The Committee discussed the impact of industrial action on the student experience and, in particular, noted with concern the impact 'mark and park' was having on students. The Committee recognised the right of employees to a fair pay award but remained saddened by the ongoing impact industrial action was having on the student experience.

23.44 KPI REPORT

L McGaw spoke to this item which provided KPI data for the 2022/23 academic session. It was noted that only one area was categorised as red, this being the number of working days missed

due to sickness. This will be discussed in detail when the Committee considers the annual attendance management report.

L McGaw assured the Committee that steps were being taken to ensure that a reliable supplier was in place to carry out occupational health baseline testing. Also, the technical problems relating to staff induction have now been resolved so the KPI relating to this should improve.

The Committee was pleased to see the noticeable improvement in recording of protected characteristics. It noted that further steps were being taken to ensure that CPD is recorded correctly as there may still be under-recording.

With regard to turnover, the Committee asked for the 10.7% for 2021/22 to be examined further to establish whether this was accurate and whether the ending of temporary contracts affected this recording.

LMcG

The Committee discussed whether the low percentage of dignity cases recorded may possibly mean that employees are unwilling to raise concerns. L McGaw advised that the HR team places a lot of emphasis on resolving potential issues informally and offers support where required. It was noted that there will be a general discussion about psychological safety of staff at the January meeting which will include ensuring a 'speak up' culture within the College.

The Committee thanked L McGaw for the mainly positive report and noted that PDP completion rates would be discussed later in the agenda.

23.45 EMPLOYER OF CHOICE STRATEGY

L McGaw provided background to the employer of choice strategy which forms part of the College's overall strategy for 2021 to 2025. An interim update was provided on progress across the four main areas of (i) attracting, recruiting and retaining staff (ii) engaging our workforce (iii) promoting and supporting learning and development and (iv) good health and wellbeing.

The Committee noted the progress made against the employer of choice strategy and thanked the OD/HR teams for all their hard work in this area. A key part of the Committee's remit is formulating the College's People Strategy and it was agreed that a timetable setting out when the Committee will be consulted on the next strategy should be provided at the next meeting. When considering the new strategy, a refresh of the KPIs will need to take place to ensure they are fully aligned with the new strategy.

LMcG

23.46 ANNUAL ATTENDANCE MANAGEMENT REPORT

N Patton presented this report which provided information on sickness absence for the full 2022/23 academic year. Absence during the 2022/23 academic year was 5.06% which is 1.16% higher than the annual target of 3.9%. The main cause for absence is non-work-related anxiety/stress/depression which is 0.94% of the overall absence figure of 5.06%. Work related stress has also increased slightly.

The Committee discussed what the absence management target for 2023/24 should be. It was opined that the 2022/23 target was ambitious and the increasing number of staff working on campus under the blended model is likely to have contributed to the increase in sickness rates. Details were provided of the supportive measures in place (Unum's help@hand app, regular manager 'check-ins' and healthy workplace initiatives) and the Committee agreed that a 4.5% sickness absence target should be set.

The Committee asked that sickness levels continue to be closely monitored and sought assurance that the impact of the VS Scheme on remaining staff's workload is being discussed with appropriate support being provided by line managers.

23.47 HEALTH AND SAFETY – ANNUAL REPORT

G Crankshaw presented this report covering activity undertaken in relation to Health & Safety since the last report to the Committee in May 2023 and statistical data for the academic year 2022/23.

The annual report covers the first full year where there has been a return to campus since the pandemic. The return to campus has resulted in an increase in reported incidents which was expected. Better reporting through AIR (Accident Incident Reporting) has also been noted.

GC

The Committee noted the report and agreed that a high-level summary should be provided to the Board for the October meeting as part of OD Committee's annual reporting obligations to the Board.

23.48 STAFF ENGAGEMENT SURVEY

The Committee noted the update on the Health and Wellbeing Survey action plan and that good progress has been made. The importance of the more long-term action of carrying out business process reviews was discussed but it was noted that this project is unlikely to be progressed immediately due to the current pressure on senior leadership resources.

G Crankshaw presented slides on the outcomes from the College's staff opinion survey carried out in April/May 2023. The Committee

noted that the response rate of 32% was disappointingly low but there were some positive responses. The Committee also noted the communications with staff on what will be happening in response to the survey.

The Committee discussed the survey outcomes in some detail, acknowledging areas of improvement over previous surveys plus areas where work was required to improve the staff experience. The importance of increasing participation levels in future surveys was considered a priority. The next survey is likely to be a pulse survey and it was agreed that the timetable and rationale for the approach will be shared with the Committee prior to distribution to staff. The Committee would also like an update for the May 2024 meeting on what actions have been carried out in response to the full staff opinion survey and how these have been communicated to staff. It would also be important to have further analysis of the survey results based on key protected characteristics including race and gender.

GC

23.49 PDP COMPLETION

G Crankshaw presented this item and confirmed that the deadline for completing PDPs was July 2023. There were some technical issues which delayed process but these were resolved. The number of lecturing staff who completed their PDPs was 51%, a noticeable increase of 16% from the previous year. However, there was only a 1% increase for support staff with 39% completing PDPs. Overall, the Committee agreed the completion levels were disappointing given the time and effort put into promoting PDP completion.

KM

It was agreed that this section of the minute will be shared with the Audit Committee as the issue of PDP completion had been raised in the Staff Development Report. The Committee was of the view that the current approach was not working and agreed that proposals should be brought to the Committee setting out a different way of engaging with staff. Further discussion will take place at the January meeting with details being provided by the Executive of what could be done differently to improve staff engagement with feedback and development discussions.

GC

23.50 Items for Noting

STAFFING PROFILE

The Committee noted the employment monitoring statistics recorded in the Staffing Profile Report and further information was provided about the breakdown of BAME applicants in comparison to new starts. It was agreed that the level of BAME applicants compared to BAME recruits required further monitoring. The

NP

Committee further agreed that it was important that the College represented the local community and continuing efforts should be made to attract applicants from a diverse background. It was agreed that this area should be continually monitored to ensure there was no form of indirect discrimination in the recruitment process and that no particular minority group was leaving the College in disproportionate numbers.

23.51 ORGANISATIONAL DEVELOPMENT REPORT

This report provided a summary of the activities of the Organisational Development team since the last report in May 2023. The Committee noted the impact that the financial challenges faced by the College was having on the level of TQFE support. It was noted that the College was in line with other colleges in this area.

23.52 SCHEDULE OF WORK

The Committee noted the upcoming schedule of work for the 2023/24 session which will be updated throughout the year.

23.53 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

It was agreed that the equality impact assessment on the VS Scheme should be updated in light of the protected characteristics of the individuals leaving under the Scheme.

23.54 REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)

Papers to be disclosed as per their cover sheet.

23.55 ANY OTHER BUSINESS/ITEMS FOR FUTURE AGENDA

It was noted that psychological safety, a different approach to PDP completion, the consultation timeline to enable the Committee to help shape the next Employer of Choice Strategy and the gender pay report will all be considered at the January meeting. An update on the actions resulting from the staff survey will be scheduled for the May meeting. Advance details of the final blended working policy will also be provided at an appropriate later date.

DATE OF NEXT MEETING

31 January 2024