**MINUTE OF THE FIFTEENTH MEETING OF THE ORGANISATIONAL DEVELOPMENT COMMITTEE HELD ON WEDNESDAY 02 MAY 2018, THE BOARDROOM, LANGSIDE CAMPUS, GLASGOW CLYDE COLLEGE**

**PRESENT:**

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| S Heidinger | Committee Chair |
| M Docherty | Committee Member |
| G Whiteford | Committee Member |
| G McGuinness | Committee Member |
| D Perez | Committee Member |

**IN ATTENDANCE:**

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| G Crankshaw | Acting Assistant Principal, Human Resources |
| C Crawford | Acting Organisational Development Manager |
| J Thomson | Vice Principal, Resources & College Development |
| N Patton | Head of Human Resources |
| G Heritage | Clerk to the Board (Minute Taker) |

|  |  | **ACTION** |
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| **18.15** | **WELCOME AND APOLOGIES** |  |
|  | The Chair welcomed everyone to the meeting. Apologies were noted from Clare Walker. |  |
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| **18.16** | **DECLARATIONS OF INTEREST** |  |
|  | There were no declarations of interest. |  |
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| **18.17** | **MINUTES OF PREVIOUS MEETING: 31 JANUARY 2018** |  |
|  | The Minutes were approved as an accurate record of the meeting of 31 January 2018.  |  |
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| **18.18** | **MATTERS ARISING** |  |
|  | The Committee noted the updates within the Matters Arising Action Grid. Items 18.06, 18.07 and 18.08 were noted as being on the agenda. |  |
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|  | J Thomson gave two further updates relating to the minutes of the previous meeting which were not included on the Action Grid.  |  |
|  | Fire Compartmentation at Anniesland Campus: There is now agreement to undertake the necessary work and to remedy any faulty workmanship. This is seen as a positive move forward. . |  |
|  | Mary Stuart Building: the testing of the cladding panel is ongoing and if replacement is recommended the plan is to undertake during the summer. There is no significant health and safety risk as it is a small building which would be quickly evacuated.  |  |
|  | G Crankshaw responded to a question on ‘Staff Voice’ and said there had been a very positive first meeting, well attended and with staff engagement.  |  |
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| **18.19** | **REPORT ON JOINT CONSULTATION AND NEGOTIATING COMMITTEE MEETINGS** |  |
|  | N Patton was invited to speak to the report issued with the agenda papers. This was the first report replacing supplying the Committee with often lengthy minutes of meetings.  |  |
|  | A Committee member asked for clarification on the paragraph relating to Terms and Conditions. It was explained this related to annual leave and a miscommunication around when annual leave could be taken. The issue had since been resolved. |  |
|  | A Committee member asked for more detail about the Contingency/Action Planning for Heating Failure. J Thomson described the events in January 2018 when heating had failed and measures to remedy this including repair of boilers, hiring a temporary boiler and one due to be replaced in the summer. Early communication with Unions will also be implemented if any such type events recur.  |  |
|  | A Committee member sought clarification on Core Skills Profiling, it was explained this related to initial assessment of student skills. Information has been provided to EIS on who carries this out. Lessons learned on the process from this year will inform future years.  |  |
|  | J Vincent wished the Committee to note that with regard to the item on Staff Absence in the note he did not recall having had such a meeting as quoted with Senior Lecturers and when after asking EIS which meeting this was they had been unable to clarify.  |  |
|  | The Committee were content that no issues for the Board arose from the JCNC meetings as summarised in this report.  |  |
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| **18.20** | **ASSISTANT PRINCIPAL HR REPORT** |  |
|  | G Crankshaw was invited to speak to the Report issued with the Agenda.  |  |
|  | G Crankshaw confirmed that ‘Workplace’ which is the new staff communication platform would now be trialled across the whole College for one year.  |  |
|  | The Staff Engagement Survey closed and had a 58% response rate which the survey provider felt was reasonable. It was neither simple nor possible to quickly and fully interrogate results and a meeting with the survey provider HIVE and with Unions is planned to discuss results and for the College to obtain full analysis and discuss next steps.  |  |
|  | A Committee member asked if there were any surprises of which to be aware. G Crankshaw replied that whilst leadership and communications were cited as areas to be developed, more positively over 70% of staff felt GCC was a good place to work and enjoyed working here. Benchmarking data to compare to the previous survey is not yet available. |  |
|  | A Committee member queried any concerns around messages when the results become public knowledge. J Vincent said that potentially there could be something around senior management team, and potentially around the College’s handling of bullying incidents. The two questions on bullying and harassment handling had been optional and hence had been completed by a proportion of respondents. |  |
|  | A Committee member sought confirmation that a full report will go to the Board and this was given. The Committee agreed it is preferable that this Committee and the Board have sight of the related information on the staff survey prior to it being made public. The analysis will be circulated to this Committee and the Board.  | **SMT** |
|  | G Crankshaw described the current exercise to identify current skills and gaps, stating that the current stage is data gathering.  |  |
|  | New Personal Development Plan (PDP) process is being introduced and there is a need for a different format with a coaching element and ongoing conversations. This will require training for staff carrying out PDP’s and a change in culture. Currently some staff are not enthusiastic or decline any PDP. Whilst some training is specific to a job role and thereby mandatory other good practice and development training is not yet mandatory.  |  |
|  | Following discussion on the process a Committee member expressed concern that one person would need to support the PDP process for 40 staff. The ambition is that PDP becomes an ongoing process rather than a once a year meeting, and there is provision for SL’s to carry out PDP’s where there is agreement between participating staff to spread the workload. It is hoped that a change to a coaching environment and a change in mindsets over time will bring improvement in take up. |  |
|  | A Committee member asked if the process is worthwhile and J Vincent described the issue as GCC not having that culture in existence. He confirmed it can be a very valuable process albeit logistics are a challenge but a move to a coaching model would be helpful.  |  |
|  | There was a lively further discussion on the topic and how best the challenges can be overcome to ensure a beneficial environment.The Committee acknowledged that OD are working hard to progress this development.  | **OD** |
|  | G Crankshaw spoke about collaborative work with a regional OD group comprising the three Colleges and looking at talent development and leadership. It was noted that the College Development Network (CDN) are also undertaking work around leadership and G Crankshaw will report back further as this group develops.  |  |
|  | A Committee member asked about the target groups and it was confirmed this is centred on people in or aspiring to develop their leadership skills  |  |
|  | The Committee discussed competencies for excellence and potential opportunities and asked to be kept informed.  |  |
|  | G Crankshaw supplied the GCC Equal Pay Audit as an annexe. The Chair of the Committee noted that there was some conflation between gender pay and equal pay throughout the report which needs to be amended. The Committee agreed that some clarification and consistency was needed particularly as some staff may also conflate the two strands into one and then feel there is an issue to be raised.  |  |
|  | G Crankshaw assured the Committee that the document will be reviewed and refined promptly.  | **GC** |
|  | KPI statistics were circulated at the meeting and G Crankshaw spoke to these. Annual figures will be available for the October meeting of this Committee.  |  |
|  | A Committee member suggested that staff induction completions and staff turnover could be annually reported.  |  |
|  | After a short discussion on KPI’s relating to accidents, and near misses, the Committee asked that the SMT reflect on how best to present these and revert to the Committee.  | **GC/JT** |
|  | The Committee thanked G Crankshaw for her report.  |  |
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| **18.21** | **ATTENDANCE MANAGEMENT REPORT** |  |
|  | N Patton was invited to speak to the report issued with the papers which related to the Absence Statistics for quarter 2. |  |
|  | The Committee were asked to note the positive reduction of longer term absence compared to 2016/17 and that mental health is no longer a predominant reason for absence; this equates to a marked reduction in mental health issues affecting staff for this period compared to previous figures.  |  |
|  | The Committee discussed MSK (musculoskeletal) absence, a consistently common reason for absence, and what might help to mitigate incidences. PAM Assist the new Employee Assist programme receives positive feedback and there is an option to add a mainly telephone Physiotherapy service. After discussion the Committee asked that rather than accepting the recommendation to provide through PAM Assist, senior management look at other options including potential physiotherapist time on campus, and report back to this Committee.  | **GC** |
|  | N Patton was thanked for her report. |  |
|  | NB Numbering of tables 8 and 9 to be corrected. | **NP** |
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| **18.22** | **HEALTH & SAFETY REPORT** |  |
|  | C Crawford spoke to the report issued with the agenda papers. |  |
|  | It was noted that accidents have remained at a similar level to 2016/17, however C Crawford informed the Committee that three RIDDOR incidents had been reported which is unusual.  |  |
|  | The Committee discussed the reasons and were informed the car park at Cardonald Campus is a risk and there is a need to address the poor surface which are now considered to pose a hazard in some weather conditions. J Thomson said that funding would be sought to undertake remedial work.  | **JT** |
|  | A Committee member asked if there was any likelihood of a claim being made against GCC due to accidents, and was informed that none of the senior team were aware of any.  |  |
|  | The Committee thanked C Crawford for the report.  |  |
|  |  | **ACTION** |
| **18.23** | **REMIT OF ORGANISATIONAL DEVELOPMENT COMMITTEE** |  |
|  | The Committee discussed the remit, and made some alterations to wording to simplify the text. A revised remit will be circulated. | **GH** |
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| **18.24** | **EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE** |  |
|  | Equalities discussed and considered throughout. In particular a full discussion took place under item 18.20 |  |
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| **18.25** | **REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)** |  |
|  | The Committee agreed that all items were as per the indicated disclosable status on the papers with the attendance management report and the health and safety report being non-disclosable.  |  |
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| **18.26** | **ANY OTHER BUSINESS** |  |
|  | J Thomson raised the requirement from Chair of the Board for each Committee to pick up specific KPI’s at their next cycle of meetings. This Committee is tasked to ensure monitoring of staff engagement levels. The committee agreed this is being measured and the staff survey engagement outputs will feed into this and be reviewed at the October meeting. | **Committee/ SMT** |
|  | J Vincent raised the conditions being sought by Scottish Funding Council per Board meeting of 14 March, within item 18.08. This relates to Voluntary Severance, redeployment conditions between the Colleges within the Glasgow Region and timescales imposed after severance preventing an individual taking up employment with another Glasgow Region College for two years. This will require clarity to employees and clear voluntary severance agreements given certain actions are inconsistent with current employment law and practice.  |  |
|  | The Committee discussed this and noted only the Glasgow Region has this imposed at present. The Committee and Board will be updated on any further development.  | **JV** |
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|  | **DATE OF NEXT MEETING** |  |
|  |  TBC. | **GH** |