

## Board of Management

### Student Staff and Equalities Committee

<b>Date of Meeting</b>	<b>Wednesday 6 May 2020</b>
<b>Paper No.</b>	<b>SSEC3-I</b>
<b>Agenda Item</b>	<b>6.3</b>
<b>Subject of Paper</b>	<b>Update on Organisational Development Activity</b>
<b>FOISA Status</b>	<b>Disclosable</b>
<b>Primary Contact</b>	<b>John Gribben,</b>
<b>Date of production</b>	<b>29 April 2020</b>
<b>Action</b>	<b>For Noting</b>

#### 1. Recommendations

The Board note and comment on the relevant developments

## 2. Purpose of Paper

This paper is to provide a general update on Organisational Development and associated activity during the academic year to date.

## 3. Strategic Context and Key Points

### 3.1. General Teaching Council (Scotland) GTCS Professional Update Validation

Organisational Development successfully managed the GTCS Professional update validation process in January 2020. The GTCS panel were very impressed during their visit and support from colleagues from across the College including Senior Management Team, Lecturers, Curriculum Heads, Associate Deans and members of the Learning and Teaching Academy helped ensure our professional learning processes were validated and endorsed by GTCS.

The College received **five commendations** from the panel which were (in summary):

- **Documentary evidence** - policy, procedure and guidance documents submitted in advance were interesting and high standard
- **Commitment across college to professional learning** - tangible evidence of values in action - ensures we genuinely let learning flourish
- **Value in connectedness and learning together** - strong sense of purpose and engagement in innovative development and practice
- **Individuals feel supported** and their enthusiasm for professional learning and dialogue fuels the emerging culture
- **Ownership of learning** which is enabled through the self managed and autonomous learning ethos

There were also some non-conditional recommendations for which the College was grateful, these were;

- **Continued roll out of Development Conversations** - by applying a similar incremental approach adopted to date
- **Reinforce dialogic ethos through Development Conversation roll out** - training managers/direct reports to ensure process fully adopted
- **Extend partnership model** which was evident in all meetings
- **Invest in developing an learning experience platform** - a system which aligns to My GTC

The panel were particularly complimentary about Development Conversations process and have invited the College to provide a case study in a future GTCS publication.

Being validated by GTCS ensures staff registered with GTCS can maintain five yearly professional update requirements.

### **3.2. Leadership Development Update (Let Leaders Flourish)**

Following on from the success of Principal and CEO introduction of a Collective Leadership ethos at a large gathering of over 100 managers and leaders in October 2019 two further large group convenings have taken place.

The first of these was in January when the group were joined by Toke Moeller one of the originators of Art of Hosting and Participatory Leadership. Art of Hosting (AoH) practices have been adopted by the College in developing the Leadership Team and Toke provided some teaching to the group on a number of participatory leadership practices.

During this session the managers were also treated to updates from eight groups who had been working through **Design for Wiser Action Projects**, these are a number of self organised projects catalysed from the Principal and CEO call in October for embracing a Collective Leadership ethos.

The managers and leaders reconvened in early February where the Principal and CEO outlined key strategic focus on People, Pivot and Performance. At this session also there was a further update from **Design for Wiser Action** groups and also some input from Andy Lippok and Gordon Carmichael from Connecting Scotland on Lean and Agile principles.

In addition to these developments the College also engaged Roffey Park Institute who provided two days development, one targeted at Executive Leadership Team (ELT) and one exclusively for SMT. These sessions introduced the concept of dialogue, collective planning and Clear Leadership.

Prior to Covid – 19 lockdown arrangements Organisational Development had invited tenders for ongoing ELT/SMT development. Pragmatically this process has been temporarily paused.

### **3.3 Education Scotland Audit**

Organisational Development team provided a range of support to Student Experience and Performance and Improvement Directorates during the Education Scotland maintenance visit in February. Support involved helping host pre and post meetings for staff being interviewed by the validation panel, attending meetings with panel to discuss inputs around leadership and change, City Learning 4.0 and digital transformation and also helping recommend the areas of excellence to be submitted to the panel.

### 3.4. Adjusting to remote working (Covid 19 response)

The Organisational Development has been as pro active as possible in helping support colleagues transition from onsite to online working as required by national Covid-19 response measures.

Initiatives include:

- Creation of a digital **Staff Resource Hub** in partnership with Corporate Communications colleagues. The hub focuses on three key areas **Health and Wellbeing, Adjusting to Working Remotely** and **Events and Engagement**
- Design of specific guidance resources on **Remote Working, Working Safely** and **Volunteering** in partnership with Human Resource and Health and Safety colleagues
- Organising remote or virtual **yoga** and **mindfulness** classes with support from our internal and external providers
- Ensuring regular **webinars** organised by Learning and Teaching Academy colleagues are promoted through the Hub.

Future plans include:

- Creation of a survey tool which will enable us to learn from staff experiences of adjusting to new ways of working and involve staff in influencing as much as possible our next steps and longer term developments. This work will be done in partnerships with colleagues from Human Resources and Learning and Teaching Academy
- Maintaining the staff resource hub and updating accordingly - for example, a range of additional support resources for managers and leaders is about to be included
- Incorporating online/virtual leadership development events hosted by members of Senior Management Team and Organisational Development
- Introducing a virtual coaching initiative - OD is currently liaising with a pool of internal coaches and drafting a strategy document for this
- Working on plans for re-integrating colleagues in the post pandemic period once lockdown becomes 'unlocked.'

### 3.5. TQFE

The transition to remote working has not presented too many challenges to any of our thirty nine TQFE participants and all remain on course to complete the programme as planned in June 2020.

A call for nominations for next years cohort has already been circulated. It has been agreed the College will support up to thirty five colleagues through TQFE in academic session 2020/21.

### **3.6. Enhanced Qualifications**

The College continues to support a range of colleagues in advancing their professional practice through the enhancement of qualification scheme. 16 new applicants and 7 continuing applicants are being supported through a range of under graduate, post graduate, Masters and doctorate Level qualification programmes which are aligned to the College Purpose, Way and strategic priorities.

Organisational Development would normally issue a call for Enhanced Qualifications nominations in April although has held off actively seeking nominations for the forthcoming term due to Covid-19 lockdown.

OD will ensure support for those whose Enhanced Qualification programme extends into session 2020/21.

### **3.7. Health and Wellbeing**

In the January 2020 update OD outlined a Health and Wellbeing agenda was aligned to six themes of:

- **Purpose:** Our initiatives and interventions align with our Strategic Purpose
- **Social:** Promoting social connectedness to reduce feelings of loneliness and social isolation
- **Community:** Enhancing the sense of community and belonging
- **Mental:** Creating an environment that is supportive of both flourishing and poor mental health
- **Physical:** Provision of a safe working environment which incorporates a comprehensive physical activity programme
- **Financial:** Providing guidance, advice and support and raising awareness of incentives and benefits.

Since then the following initiatives have been managed, coordinated or supported by OD.

- Creation of a Staff Health and Wellbeing Strategy and action plan. OD is currently working with the newly appointed Staff Health and Wellbeing Officer to create an impactful strategy and action plan. Baseline data is currently being collated to ensure relevant metrics and measures of impact can be applied
- Cross-college staff development in the following areas
  - 'Mental Health First Aid for Adults',
  - 'Mental Health First Aid for Young People',
  - 'First Aid for Mental Health',
  - 'Children and Young People Mental Health and Wellbeing' and
  - 'Developing Mental Fitness in Young People'
- Hosted a Mental Health and Wellbeing Seminar in partnership with Morgan Hunt with guest speaker David Beeney. Over 100 internal and external participants

Forthcoming initiatives include:

- Delivery of an online Resilience workshop for staff this will be co-hosted by OD Team and new Health and Wellbeing Officer
- College Regional partnership with Charlie Waller Memorial Trust (CWMT) – will see a range of open, online sessions running in April/May 2020
- College partnership with Dr Anna James continues to grow. Anna has shared a video and accompanying reading entitled 'Tips for Positive Mental Health' – this will be uploaded to the staff resource hub in April/May 2020
- The Daily, online yoga and mindfulness sessions - (extended (online) provision since early April 2020 will extend as long as lockdown
- These will be augmented with sessions on Menopause and Language classes to help bring people together socially albeit in the virtual environment and at a physical distance.

### **3.8. General ongoing staff developments**

OD has observed a significant reduction in participation levels in external learning and development events requiring financial payment. Staff have been subscribing to the vast range of free webinars and learning events being made available at this time.

College staff have also been participating in the number of internal learning offers organised through the Learning and Teaching Academy.

On a really positive note since lockdown participation levels in mandatory learning have increased significantly. Statistics from February (before lockdown) to March (after lockdown) show:

- ED&I Module - 300% increase
- Health & Safety and GDPR - 400% increase
- Fire Safety and Safeguarding - 600% increase

#### **4. Impact and Implications**

There are many obvious and as yet unknown resource implications associated with the cessation of onsite working and in College learning, teaching and assessment and as such these will require further and more detailed scrutiny and action.