

Board of Management Meeting of the People and Culture Committee

MINUTE OF 1st MEETING HELD ON WEDNESDAY 1 NOVEMBER 2023 AT 1500 HRS
(PCC1)

Present	
Alisdair Barron (Convener)	Paul Little
Roddy Gillespie	Stuart Mcdowall
In attendance	
Katrina Daly	Drew McGowan
John Gribben	May Miller (MM)
Jill Loftus	
Ciara McCarthy	Ann Butcher (Minute)
Apologies for absence	
Paul Hillard	Audrey Sullivan

A Barron extended a warm welcome to the new members R Gillespie, S McDowall and co-opted member C McCarthy to their first meeting of the Committee. The Committee also welcomed K Daly who was recently appointed Associate Director People & Culture.

Item PCC1-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Apologies were received from P Hillard and A Sullivan.	

Item PCC1-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	There were no declarations of interest.	

Item PCC1-3	Identification of Items to be Discussed Privately	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	None notified.	

Item PCC1-4.1	Minute of the Students, Staffing & Equalities held on 17 May 2023	
Paper No: PCC1-A	Lead: Convener	Action requested: Approval
Decision/Noted	The minute was approved.	
	Matters Arising/Actions J Gribben provided an advance copy of the CoGC Values and Behaviours Handbook. It was emphasised that distribution of the Handbook is currently	

under embargo pending agreement on an appropriate launch date. The Handbook will also be circulated to the wider Board.

Item PCC1-4.2		Committee Schedule of Business AY 2023-24	
Paper No: PCC1-B	Lead: D McGowan	Action requested: Approval	
Discussion	D McGowan presented an overview of the planned Committee business and activities for 2023-24. Following a discussion, the Committee approved the Schedule of Business.		
Decision/Noted	That the Schedule of Business for 2023-24 was approved.		

Item PCC1-4.3		Students, Staff & Equalities Committee Annual Report 2022-23	
Paper No: PCC1-C	Lead: D McGowan	Action requested: Approval	
Decision/Noted	The Students, Staff & Equalities Committee Annual Report 2022-23 was approved. The report will be submitted for noting at the next meeting of the Board in December.		

Item PCC1-4.4		Fire Safety Policy	
Paper No: PCC1-D	Lead: J Gribben/J Loftus	Action requested: Approval	
Discussion	<p>J Loftus presented the Committee with an overview of the updated Fire Safety Policy incorporating recommendations from external stakeholders including the Scottish Fire and Rescue Service and Henderson Loggie as well as input from the insurance audit and fire safety risk assessments. The Policy was shared for consultation and feedback from the Health and Safety Committee and trade union colleagues.</p> <p>The revised Policy outlines the legal obligations defined in the Fire Scotland Act 2005 and the scope of responsibilities required for compliance with the Act. The Policy has undergone a thorough revision to align with these legal requirements. The Committee noted that the new fire regulations do not apply to the Halls of Residence where additional control measures are implemented.</p> <p>J Gribben provided the Committee with detailed information on the existing fire evacuation arrangements in place which are supported by advice from the Fire Safety Officer. This included comprehensive evacuation procedures outlining the roles of key personnel such as the Person in Charge, Fire Marshals, Fire Wardens and the teams responsible for Personal Emergency Evacuation Plans (PEEP) in the event of a fire.</p> <p>C McCarthy expressed some concern regarding lecturers' responsibilities in ensuring the safe implementation of PEEPs. J Gribben clarified that lecturers are responsible for ensuring that all students follow fire evacuation procedures including using designated evacuation points specified in their individual PEEPs. In case of an emergency, students are instructed to contact fire wardens through the intercom system at designated evacuation points. However, he acknowledged her concern and agreed to conduct a further</p>		

Decision/Noted

review to provide additional assurance regarding lecturers' PEEPs responsibilities. An update will be provided at the next meeting.

- To approve the revised Fire Safety Policy.
- To provide an update on lecturer PEEPs responsibilities.

Item PCC1-4.5	Smoke and Vape Free Policy	
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Paper No: PCC1-E	Lead: J Gribben/J Loftus	Action requested: Approval
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Discussion

J Loftus provided the Committee with an overview of the updated Smoke and Vape Free Campus Policy incorporating recommendations from external stakeholders and insights gathered from insurance audit and fire safety risk assessments. The Policy also underwent a consultation process similar to the previous Policy review under item 4.4.

The revised Policy aligns with the Smoking Health and Social Care (Scotland) Act 2005, the Prohibition of Smoking in Certain Premises Regulations 2006 and the Scottish Government's initiative to create environments where young people do not want to smoke as outlined in the Tobacco Control Action Plan 2018.

The Policy reinforces the College's commitment to the health and wellbeing of staff, students, visitors and contractors. J Loftus further confirmed that all relevant signage has now been updated to align with the revised Policy. The Committee noted the challenges faced to enforce the Policy which has posed some difficulties.

The Committee noted that the Fire Safety Officer is collaborating with the Students' Association to explore relaunching relevant campaigns and organising events relating to this initiative. In addition, support and assistance for smoking cessation will be provided.

Decision/Noted

To approve the revised Smoke and Vape Free Policy.

Item PCC1-5.1	Organisational Change Update	
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Paper No: Verbal	Lead: J Gribben	Action requested: Discuss
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Discussion

J Gribben updated the Committee on the unprecedented, difficult and challenging financial environment faced by the sector and the progress being made by the College to overcome these challenges, by making the necessary savings to ensure financial sustainability in the absence of any additional funding being received.

He provided an update on staff resignations, redeployments, and those leaving through voluntary and compulsory redundancies. Although a small number of consultations remain, J Gribben clarified that these cases are complex involving staff absence, initiation of occupational therapy and raised grievances. Currently, senior management are handling staff appeals in this process. The College aims to resolve these matters in the next few weeks marking the conclusion of this phase. The Committee noted that there are no

further plans for compulsory redundancies this academic year and that the College has offered to work on a joint Fair Work statement with EIS-FELA and Unison.

J Gribben informed that notice has been received from EIS-FELA of a new mandate for resuming Strike Action and Action Short of a Strike (ASOS) which will restart on 14 November 2023. The current EIS-FELA mandate for ASOS expired on 16 October and reasonable management instruction on resulting has been issued to teaching staff, advising that there should be no more delay and that all outstanding results are due for submission by Wednesday 1 November. This will allow students to progress with their educational and employment journeys.

The Committee were advised that while further local strike action will severely impact the delivery of learning and teaching, mitigations are in place to ensure that most courses will be delivered within the academic year by utilising inter-semester breaks and extending the academic year. However, the Committee noted that some courses may be undeliverable depending on the amount of teaching and assessments conducted during the formal strike action. P Little reassured that students affected by strike action will continue to be fully supported and any decision to discontinue courses will be communicated in a timely manner to ensure that future SAAS funding for students remains unaffected.

A Barron informed the Committee of ongoing email correspondence with EIS-FELA branch officers who have requested a meeting with the Board to discuss their concerns about the management of the College. The Committee noted that A Barron and the Vice Chair were concerned about the selectiveness of the request, which would arbitrarily exclude the Chair, Principal and student and staff Board members. To understand the exact nature of the concerns and decide on the most appropriate involvement of the Board, the Chair and Vice Chair requested that EIS-FELA clearly outline the specific issues they wish to raise with the Board in writing in the first instance. The Chair and Vice Chair offered EIS-FELA the assurance that this correspondence would be given careful consideration before being responded to. It was agreed that this correspondence will be shared with the full Board.

Decision/Noted To note the update report.

Item PCC1-5.2 Hybrid Working Update

Paper No: PCC1-F	Lead: J Gribben	Action requested: Discuss
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Discussion J Gribben provided an update on the implementation of hybrid working which was initially introduced due to COVID-19 which continued following the return to campus. Two surveys conducted in February 2022 highlighted the importance of hybrid working for staff recognising its widespread trend in businesses. While many staff appreciate the trust and responsibility it provides, it is not suitable for all roles within the College where physical presence is necessary. Some challenges have emerged including inconsistencies in operation and difficulties in managing hybrid work arrangements.

J Gribben reported that a further 12-month pilot program was agreed. Its

effectiveness will be reviewed and solutions to known problems associated with hybrid working will be proactively sought. It was recognised that better tools to help manage and assess performance would be required. J Gribben added that the outcome of the Robertson and Cooper Survey would also help inform this direction of travel. It was agreed that a further update would be provided at the next meeting.

Decision/Noted

- To note the update report.
- To provide a further update at the next meeting.

Item PCC1-5.3 Health and Safety Annual Report

**Paper No:
PCC1-G**

Lead: J Loftus

Action requested: Discuss

Discussion

J Loftus provided a summary of key achievements from the 2022-23 Annual Health and Safety Report. The Committee particularly noted that the College had ensured a smooth transition for staff and students back on campus post pandemic. The extensive engagement with faculties and departments and the investment in health and safety measures across the College supported by comprehensive training and risk assessments was also highlighted.

The Health and Safety team experienced stability with key appointments, including the Fire Safety Officer. Enhancements were made in health and safety compliance with improved reporting of Near Miss cases as detailed in the monthly reports. The importance of reporting these incidents and the lessons learned was acknowledged. Emergency Fire Action Plan arrangements were also revised.

Five fire risk assessments were conducted across both campuses and the student residences. The Fire Safety Team continues to collaborate with the Faculty of Nautical and STEM to finalise the Dangerous Substances and Explosive Atmosphere (DSEAR) assessment action plan.

One incident of vandalism at Riverside Campus led to an unscheduled fire evacuation, requiring a thorough investigation and subsequent actions taken.

Decision/Noted

To note the Health and Safety Annual Report 2022-23.

Item PCC1-5.4 Health and Safety Monthly Reports

**Paper No:
PCC1-H**

Lead: J Loftus

Action requested: Discuss

Discussion

J Loftus provided an overview of the monthly health and safety reports covering August and September 2023. Particular attention was drawn to the following matters:

- In the last two months, the College recorded 9 accidents with 3 being RIDDOR reportable student incidents.
- The Health and Safety Manager completed the Association of Colleges Benchmarking exercise with a comprehensive report scheduled for release in November. This report will be shared with the Committee in due course.

- A series of fire safety training sessions are underway for key staff members including Person in Charge and Duty Managers.
- Following a planned Fire Evacuation Drill at Riverside Hall of Residence, the Fire Safety Officer took part in an induction session for over 100 students, joined by Police Scotland, Drug and Alcohol Awareness Group and student support. The session covered general and more specific Hall of Residence fire safety arrangements.

Decision/Noted To note the update report.

Item PCC1-5.5 HR Metrics Report

Paper No: PCC1-I Lead: J Gribben Action requested: Discuss

Discussion

J Gribben provided an update on the 1 May to 30 September 2023 HR metrics report. The following key points were highlighted:

- There was an increase in overtime spend and staff turnover, coupled with a decrease in headcount, new starts and job vacancies.
- An analysis on utilisation of agency staff was presented.
- Detailed reports on long and short-term absences were provided, highlighting ongoing case management of long-term sick and wellbeing interventions aimed at supporting employees mental and physical health.
- The Personal Development and Review (PDR) process and online tools are now complete with plans for the launch date still to be finalised.
- A Core Skills for Managers Programme was conducted in September focusing on MyPDR. Positive feedback on operation and future use was received.

The Committee congratulated the College for winning the Glasgow Business Award 2023 in the 'Fair and Healthy Workplace' category.

Decision/Noted To note the update report.

Item PCC1-5.6 Strategic Risk Review

Paper No: PCC1-J Lead: D McGowan Action requested: Discuss

Discussion

D McGowan reported on the proposed score change to SR17 *Negative impact of industrial action* (proposed change from 16 Red to 20 Red) which was agreed. The Committee acknowledged the connection between this Risk and Risk 1 *Failure to support successful student outcomes and progression* which had recently undergone a review by the Learning, Teaching and Student Experience Committee resulting in an increased Risk Score to 20 Red.

D McGowan advised that a review of the risk register and setting risk appetite would be discussed at the Strategic Planning Day on Wednesday 8 November 2023.

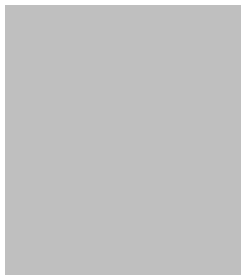
Decision/Noted To approve the increased risk score for SR17 to 20 (Red).

Item PCC1-6.1 ED&I Current Priorities: Update

Paper No: PCC1-K	Lead: N Dar	Action requested: Note
Discussion	The Committee received the ED&I update on recent activities and priorities. Particularly noted was the Equality & Human Rights Commission (EHRC) response to a letter from EIS-FELA regarding Voluntary Severance and the Commission's Enforcement Team conclusions that formal enforcement activity was not considered proportionate. J Gribben informed the Committee that the College would respond to the various recommendations made by the EHRC in due course.	
Decision/Noted	To note the update report.	

Item PCC1-6.2	Estates and Facilities Management Report	
Paper No: PCC1-L	Lead: J Gribben	Action requested: Note
Discussion	<p>The report on Estates and Facilities Management for the period May to September 2023 was provided to the Committee. J Gribben particularly highlighted that confirmation was received from Glasgow Learning Quarter (GLQ) that there is no Reinforced Autoclave Concrete (RAAC) in any of the College teaching buildings or the Riverside accommodation block. An external survey of the Charles Oakley Building (COB) also concluded that there was no RAAC in the building. A survey of St Lukes Hall of Residence and its findings are due for completion.</p> <p>J Gribben informed the Committee that lenders who financially contributed to building City and Riverside Campuses are scheduled for a site visit next week, accompanied by representatives from Sir Robert McAlpine and FES. The campus facilities will be assessed to understand how the invested funds were utilised and the standards of maintenance will also be reviewed. The possibility of exploring additional borrowing for the COB may be considered however this will be subject for review by the Development Committee.</p>	
Decision/Noted	To note the update report.	

Item PCC1-6.3	IT Progress Update	
Paper No: PCC1-M	Lead: B Ashcroft	Action requested: Note
Discussion	<p>P Little provided the Committee with an update on key IT services.</p> <p>Following Board approval to discontinue the Student Loan Laptop Scheme, the laptops have been repurposed for student use in onsite classroom and non-timetabled spaces with an additional number available for short term loan. S Mcdowall suggested that a student purchase and ownership finance model be explored, and C McCarthy highlighted the need for extending the current 48-hour loan period due to remote learning requirements which will be further investigated.</p> <p>The College faces a high risk of cyber security threats and attacks although no significant security events have occurred to date. There has been an increase in scanning attempts on the network Firewalls which are being actively managed. Additionally, the network servers are nearing the end of</p>	



their life cycle and will need to be replaced over the next few years which will require significant investment.

The Committee noted the collaboration between the Faculty of Creative Industries and the IT team in creating a purpose developed E-Sports Gaming Lab at City Campus. Additionally, a new balanced scorecard dashboard has been developed to improve metric reporting across the College.

Decision/Noted To note the update report.

Item PCC1-7 Disclosability of Papers

Paper No: Verbal	Lead: D McGowan	Action requested: Agree
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Decision/Noted No changes were proposed.

Item PCC1-8 Any Other Notified Business

Paper No: Verbal	Lead: Convener	Action requested:
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Decision/Noted Committee members were encouraged to attend the forthcoming Winter Graduation Ceremony on 20 11 23.

Item PCC1-9 Date of Next Meeting

Paper No:	Lead: Convener	Action requested: Note
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Decision/Noted Tuesday 13 February 2023.

The meeting closed at 1705 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
PCC1-4.1 01 11 23	Matters Arising: Provide advanced copy of Values and Behaviours Handbook to full Board.	J Gribben	ASAP
PCC1-4.4 01 11 23	Fire Safety Policy: Provide an update on lecturer PEEPs responsibilities.	J Gribben/J Loftus	PCC 13 02 24
PCC1-5.2 01 11 23	Hybrid Working Update: Provide update at next meeting.	J Gribben	PCC 13 02 24

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
SSEC3-4.2 17 05 23	CitySA Impact Report 2022-23: Endorsed for approval by full Board (subject to slight amendment).	MMcC/DM	14 06 23 Complete
SSEC3-4.3 17 05 23	SA Strategic Plan: Endorsed for approval by the full Board.	MMcC/DM	14 06 23 Complete
SSEC3-4.4 17 05 23	Student Partnership Agreement: Endorsed for approval by full Board. To establish a plan for regular meetings and clear reporting structure of the CPF.	MMcC/DM	14 06 23 Complete
SSEC3-5.2 17 05 23	Careers Guidance: Future reporting be transferred to the remit of the Learning and Teaching Committee	DM	ASAP Complete
SSEC3-5.4 17 05 23	Strategic Risk Review: Endorsed increase in risk scores for Risks 9 and 14 for approval by the Board.	DM	14 06 23 Complete
SSEC3-4.1 18 05 22	Matters Arising: Values and Behaviours Handbook is being developed and will be submitted to Board once finalised.	JFG	Ongoing Complete
SSEC1-5.3 27 10 21	Staff HR Metrics Report: Arrange information meeting with PMO staff.	SL	Ongoing