

Board of Management Meeting of the People and Culture Committee

MINUTE OF 3rd MEETING HELD ON WEDNESDAY 15 MAY 2024 AT 1500 HRS ON CITY CAMPUS, ROOM C.06.106 (PCC3).

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

A Barron warmly welcomed S Renton, the new Director of IT, to the meeting to present under item 5.4. K Daly and R Gardner were also welcomed.

Item PCC3-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Apologies were received from A Sullivan.	

Item PCC3-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	There were no declarations of interest.	

Item PCC3-3	Identification of Items to be Discussed Privately	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	None notified.	

Item PCC3-4.1	Minute of the People & Culture Committee meeting held on 13 February 2024	
Paper No: PCC3-A	Lead: Convener	Action requested: Approval
Decision/Noted	The minute was approved. The Committee agreed that an update on the Staff Wellbeing and Engagement Survey would be taken under AONB.	

Item PCC3-4.2		Committee Schedule of Business 2024-25	
Paper No: PCC3-B	Lead: D McGowan	Action requested: Approve	
Discussion	The Committee schedule of planned business and papers for session 2024-25 was submitted for review. Members were content with the schedule and agreed that the Staff Wellbeing and Engagement Survey should remain as a permanent recurring business item on the agenda for the next academic year.		
Decision/Noted	That subject to agreed amendments, the Schedule of Business for 2024-25 was agreed.		

Item PCC3-4.3		Flag Flying Policy	
Paper No: PCC3-C	Lead: R Gardner	Action requested: Approve	
Discussion	R Gardner introduced the Corporate Flag Flying Policy which had been recommended for approval by the Academic Board. The criteria for flying relevant flags via the College flagpoles to commemorate, celebrate and acknowledge specific occasions was reviewed and approved. The minor error on the Policy contents page will be amended. R Gardner confirmed that all approved flags would be purchased by the College.		
Decision/Noted	That the Flag Flying Policy was approved.		

R Gardner left the meeting.

Item PCC3-4.4		CCTV Code of Practice	
Paper No: PCC3-D	Lead: J Loftus	Action requested: Approve	
Discussion	J Loftus informed that the CCTV Code of Practice has now been reviewed to ensure that the operation of the CCTV system is consistent with the legal obligation of the College as a Data Controller under data protection law. The CCTV Code of Practice was reviewed and approved.		
Decision/Noted	That the CCTV Code of Practice was approved.		

P Hillard joined the meeting.

Item PCC3-5.1		Committee Terms of Reference Review	
Paper No: PCC3-E	Lead: D McGowan	Action requested: Discuss	
Discussion	The Committee Terms of Reference were submitted for review. No changes to the remit were proposed. D McGowan confirmed that following her successful election as Student President, C McCarthy would become a full member from 1 August 2024. The amended Terms of Reference will be submitted to the full Board meeting for approval in June. A Barron congratulated C McCarthy on her election as Student President.		
Decision/Noted	To note the proposed update to be submitted for approval at the next Board meeting.		

P Little joined the meeting during the following discussion.

Item PCC3-5.2		Update on Organisational Change
Paper No: Verbal	Lead: J Gribben	Action requested: Discuss
Discussion	<p>J Gribben provided an update regarding the organisational change process and reminded that the College is seeking to reduce the £1.8 million forecast deficit for 2023-24 which equates to 32 Full Time Equivalent (FTE) staff. Following the deadline for Voluntary Severance (VS), 51 applications were received of which 22 were approved in principle, providing savings of approximately £900,000. The VS scheme will remain open for individuals currently redeployed to the special projects team whose roles have now ceased.</p> <p>The Committee was informed that EIS-FELA have submitted alternative proposals which are currently under review by ELT. A comprehensive response will be provided to the full Board for further consideration. Trade unions met with senior staff yesterday and requested additional financial information on how the deficit has been reduced.</p> <p>J Gribben also updated the Board on the national dispute over pay. Following discussions with UNISON, a revised three-year offer which includes conditions on job security is being considered with two further strike days now suspended. Members will be balloted on the new pay offer.</p> <p>EIS-FELA have engaged in a further programme of 9 strike days prior to the end of term and Action Short of Strike (ASOS) including the resulting boycott, called in January remains in place. To protect the interests of students and their ability to progress in their learning journeys and careers, the College will make it clear to staff who participate in a resulting boycott, that this would be considered a breach of contract and could lead to pay deductions. No reports of lecturers failing to result have been received to date.</p> <p>C McCarthy asked when communications on this matter would be provided to students. J Gribben agreed to take this action and will inform the Students' Association and the wider student body.</p>	
Decision/Noted	<ul style="list-style-type: none"> To note the update report. That students be informed on EIS-FELA ASOS and further programme of strike action. 	

Item PCC3-5.3		HR Metrics Report
Paper No: PCC3-F	Lead: J Gribben	Action requested: Discuss
Discussion	<p>The HR Metrics Report which includes key performance indicator graphs and an overview of key employment data for the period 1 January – 31 March 2024 was submitted. The Committee particularly noted the decrease in headcount compared to the same 3-month period in 2023. Due to the ongoing financial and funding challenges, the recruitment process to scrutinize business critical roles has continued as a cost saving exercise. Absence</p>	

management and the initiatives in place to support and manage sickness were also highlighted.

J Gribben drew particular attention to the high turnover of staff within the HR section which has presented several issues including retraining and upskilling. Reasons for leaving were linked to higher salary and workload pressures particularly due to the ongoing organisational change process.

Decision/Noted To note the update report.

Item PCC3-5.4 Review of the Digital Strategy 2021-2030

Paper No:
PCC3-G

Lead: S Renton

Action requested: Discuss

Discussion

S Renton provided updates and his observations on the following key aims:

Active Collaborative Learning: Significant investment in IT estates and a replacement programme is required. While significant capital has been allocated this is limited. Work is ongoing to refresh the learning and teaching spaces with the Learning and Teaching Academy.

Access Anywhere: Use of Microsoft Teams as a key collaboration suite has been increased. Plans are in place to migrate the telephony system to Microsoft Teams which will reduce the long-term costs of this service. Use of cloud storage and services has also increased with plans to move the HR/Payroll system to the cloud. The Committee were reassured that where there is a practical need, physical phones will remain in place.

Cyber Security: The recent IT Network Arrangements/Security audit indicated a high level of compliance with industry standards and practices. All staff will be required to complete an annual mandatory Cyber Security module. The Committee noted that a recent vulnerability with the new firewall was mitigated by the IT team with no further reason for concern.

Discussions are also underway with Glasgow Learning Quarter (GLQ) and Forth Electrical Services (FES) to design their own independent network for building management devices. The new Scottish Government Cyber Resilience Framework is due for release and a recommendation to join HEFESTIS (HE/FE Shared Technology & Information Services) was highlighted.

People Centre: Use of the new 4me service desk system has significantly improved the management and response for IT support. Workflow automation processes have also increase using the Nintex platform.

Data Driven Decisions: S Renton highlighted the improvements that can be achieved through increased use of centralised data and a presentation will be made at the next meeting of all managers including a report on Power BI.

Systems Integration: Strategic oversight of technology initiatives which include systems integration will now be provided through the Digital Transformation Group.

S Renton further informed the Committee that given the significant progress

with digital ambitions, the requirement to accelerate a move to Windows 11 which includes a significant PC replacement programme is being considered for completion by October 2025. The College has also moved to a new Microsoft license with an overall cost saving from last year.

The Committee commended the excellent progress report and noted the cost savings made.

Decision/Noted To note the update report.

S Renton left the meeting.

Item PCC3-5.5 Health and Safety Monthly Reports

Paper No: PCC3-H Lead: J Gribben/J Loftus Action requested: Discuss

Decision/Noted To note the monthly Health and Safety reports produced from data and health and safety activity covering January – March 2024.

Item PCC3-5.6 Strategic Risk Review

Paper No: PCC3-I Lead: D McGowan Action requested: Discuss

Decision/Noted That the 3 strategic risk scores and MAPs reported to the Committee were reviewed with no changes proposed.

Item PCC3-6.1 IT Progress Update

Paper No: PCC3-J Lead: S Renton Action requested: Note

Decision/Noted To note the update report.

Item PCC3-6.2 Equality, Diversity & Inclusion Update

Paper No: PCC3-K Lead: N Dar Action requested: Note

Decision/Noted To note the Equality, Diversity and Inclusion activities and priorities update report.

Item PCC3-6.3 Estates & Facilities Management Report

Paper No: PCC3-L Lead: J Gribben Action requested: Note

Decision/Noted To note the report covering the operational period January – March 2024.

Item PCC3-7 Disclosability of Papers

Paper No: Verbal Lead: D McGowan Action requested: Agree

Decision/Noted No changes were proposed.

Item PCC3-8	Any Other Notified Business	
Paper No: Verbal	Lead: Convener	Action requested: Discuss
Decision/Noted	<p>Staff Wellbeing and Engagement Survey</p> <p>J Gribben reported that following on from the staff survey in 2021, the College has again partnered with wellbeing specialists, Robertson Cooper for the next wellbeing and engagement survey to help shape the future approach to wellbeing, engagement and hybrid working. The survey has now closed and staff completing the survey have been provided with their own individual wellbeing snapshot report which includes a series of tips and techniques to improve their wellbeing.</p> <p>The Committee were informed that survey data and results have now been shared with the Senior Management Team (SMT). While recognising the current financial challenges, unresolved national pay negotiations and ongoing organisational changes, appropriate strategies and actions will be considered and developed. Robertson Cooper will also provide a presentation at the next meeting of all managers on 31 May.</p> <p>Managers with teams of at least 5 staff will receive a wellbeing report highlighting the key strengths, opportunities, and actionable insights for that group. Planning tools and guidance information to support team wellbeing will also be provided.</p> <p>Noting that the development of action plans is a longer-term commitment, the Committee agreed that a detailed presentation and full report, including data analysis, would be provided at the next meeting of the Committee in October prior to dissemination at the full Board meeting in December.</p> <p>It was recommended that consistent updates be provided to staff informing them that the College is actively responding to the survey results and developing action plans, aiming to achieve tangible outcomes to improve the overall staff experience. It was emphasised that these initiatives will require some time to develop.</p> <p>Chair's Retirement</p> <p>A Barron shared that this would mark his last meeting as Convener of the Committee. He expressed his sincere gratitude for the opportunity to work with staff and colleagues, highlighting his continued admiration for their quality and insights and anticipated seeing everyone at his final Board meeting in June. He also extended an invitation for members to attend the upcoming summer graduation ceremony.</p>	

Item PCC3-9	Date of Next Meeting	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Wednesday 30 October 2024	

The meeting closed at 1700 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
PCC3-5.2 15 05 24	Update on Organisational Change: Inform students on EIS-FELA ASOS and further programme of strike action.	JFG	ASAP
PCC3-8 15 05 24	AONB – Staff Wellbeing & Engagement Survey: Provide a presentation and full report at the next meeting of the Committee, prior to reporting to the full Board	JFG	30 10 24

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
PCC2-5.2 13 02 24	Review of People and Culture Strategy: Provide a presentation on the departmental wellbeing tool at a future meeting.	JFG	Ongoing Superseded PCC3-8
SSEC1-5.3 27 10 21	Staff HR Metrics Report: Arrange information meeting with PMO staff.	SL	Ongoing