

Board of Management People & Culture Committee

Date of Meeting	Wednesday 30 October 2024
Paper No.	PCC1-B
Agenda Item	4.3
Subject of Paper	People & Culture Committee Annual Report 2023-24
FOISA Status	Disclosable
Primary Contact	Drew McGowan Associate Director of Governance and Risk
Date of production	2 September 2024
Action	For Approval

1. Recommendations

- 1.1. To review the People & Culture Committee annual report for the 2023-24 academic year and approve it for tabling at the Board of Management for noting.

2. Purpose

- 2.1. To provide the Committee and the Board of Management with a high-level review of the Committee's business throughout the most recent academic year.

3. Consultation

- 3.1. Members are asked to discuss the Committee's annual report and, subject to any changes, approve the paper for tabling at the Board of Management's next meeting for noting.

4. Key Insights

- 4.1. Since 2014-15, following an internal audit recommendation, the Board of Management has established the practice of preparing an annual report for each committee. Annual committee reports are tabled early in the academic year.
- 4.2. The annual reports provide a high-level review and record of the Committee's deliberations and decision-making which can be used by members to reflect on the year, as well as to inform other stakeholders. In addition to the regular publication of Board and committee minutes and papers, annual committee reports demonstrate the College's commitment to openness and transparency.
- 4.3. All of the annual reports prepared for the committees will be used as a basis for the drafting of the College's annual report, in line with the original internal audit recommendation.

5. Impact and Implications

- 5.1. Annual committee reports are one aspect of the Board's established practices that aim to provide assurance to the College's students, staff and other stakeholders, including the Regional Board, that our systems of governance, effectiveness and accountability remain robust and delivered to a high standard.

Appendices:

Appendix 1: The People & Culture Committee Annual Report 2023-24

People & Culture Committee Annual Report 2023-24

Introduction

1. The People & Culture Committee has oversight over human resources, organisational development, employee relations, health and safety and equality, diversity and inclusion.
2. In June 2023, the Board of Management approved a new structure and Terms of Reference for its committees. On 1 August, the Committee was retitled “People & Culture Committee” and assumed responsibility for estates, facilities, IT and health and safety. The People & Culture Committee now considers the College’s existing, business-as-usual estates, facilities and IT functions. Meanwhile, the Development Committee considers proposals and plans for new Developments to the College’s campuses and property.
3. A Barron convened the Committee and, over the course of the academic year, its membership consisted of, P Hillard, P Little, A Sullivan, R Gillespie and S Mcdowall. M Miller and C McCarthy also served as co-opted members.

Committee Business

4. During this academic year, three meetings of the Committee were held to consider the work and priorities of the College within its remit. Members received reports and presentations from members of the Executive Leadership Team and Senior Management Team, as well as from other members of staff. A summary of key issues and business of note is enclosed below.

Strategies

5. The People & Culture Strategy outlines the College’s vision to deliver a comprehensive workforce plan, support our people, establish a new world of work and enhance employment relations. The Committee received an annual delivery report from the Vice Principal of People & Corporate Support in February 2024. He highlighted the progress achieved with the development of an 11-point workforce plan, delivery of the MyDevelopment platform and the implementation of the Professional Development Review (PDR) programme.
6. The College’s Digital Strategy articulates the College’s ambitions for our digital services to support active collaborative learning and data-driven decisions, and be integrated, accessed anywhere, secure and people-centered. In May 2024, the Director of IT reported to the Committee on the delivery of the College’s Digital Strategy. He updated the Committee on the increased use of cloud storage and services, enhanced security measures, implementation of the 4me Service Desk, new workflow automation, development of data warehousing and use of Power BI, as well as current plans for Microsoft Teams telephony,
7. The Committee welcomed the progress the College had made to date and was cognisant that the strategies were being delivered amid financial and funding challenges, organisational change and industrial action.

HR Metrics Reports

8. At each meeting of the Committee, members received a report on HR metrics and activity from the Vice Principal of People & Corporate Support. In addition to core data and analysis on staff headcount, vacancies, turnover, overtime, absence, development and integration, the report provides an update on the work of the People & Culture team and employee relations.
9. Throughout the year, members were apprised of the progress of the organisational change process, coordinated by the cross-college Transformation Team, in response to the College’s funding and financial challenges. The Committee were also updated on wellbeing initiatives. These included the introduction of a stress toolkit, a review of the Individual Stress Risk Assessment process, the development of a wellbeing framework model and diagnostic tool and the production of critical incident stress debriefing guidance for staff. Members welcomed the

College's success in winning the Glasgow Business Awards for Fair and Healthy Workplace for two consecutive years.

Fair Work

10. The College is wholly committed to the principles of Fair Work. In December, the Board of Management reviewed a report that outlined the measures and initiatives that were in place to provide an effective voice, opportunity, security, fulfilment and respect for our staff. The College will continue to work with our staff and trade unions to progress Fair Work practices.

Hybrid Working

11. The Committee reviewed the results of a staff survey on the future of hybrid working in November 2023. The College has been trialling hybrid working for staff since August 2021 and has engaged with staff to inform plans for the future. Members welcomed the internal engagement, emphasised the need to consider external factors and noted that the pilot would be extended for another year.

Staff Wellbeing and Engagement Survey

12. In 2023-24, the College partnered once again with wellbeing specialists, Robertson Cooper, to undertake a new staff wellbeing and engagement survey. At the final meeting of the Committee in the academic year, members were advised of the preparations being made to share and act on the results with managers and staff. The Committee agreed to receive a presentation at the start of the new academic year and to receive progress reports as a standing item at each of its meetings in 2024-25.

Equality, Diversity and Inclusion

13. Members received an update on the College's equality, diversity and inclusion work and data at each of its meetings in the academic year. The Committee were informed of improvements to the Equality Impact Assessment process and documentation to make it more user-friendly, efficient and effective. Members were updated on the development of a Trans Inclusion and Gender Identity Procedure for students, the re-establishment of the LGBTQ+ Staff Network and the provision of spiritual care at the College.

Estates, Facilities and IT

14. Throughout the academic year, the College's Estates, Facilities and IT departments updated the Committee on their work. Notably, following investigation, it was confirmed to members that none of the College's campuses or buildings contained Reinforced Autoclaved Concrete (RAAC). Cyber security risks and mitigation measures were reported to members regularly.

Policy Approvals

15. In 2023-24, the Committee reviewed and approved the updated Fire Safety Policy, Smoke and Vape Free Campus Policy and the CCTV Code of Practice. The Committee also approved the new Flag Flying Policy.

Risk Management

16. Members regularly reviewed the Strategic Risk Register and Management Action Plans (MAPs) for those risks within the remit of the Committee, recommending any changes to the Board for final approval. Risks are rated low, medium, high or critical.
17. The risk of a failure to attract, engage and retain suitable staff (SR10) was rated red due to the unprecedented level of organisational change being undertaken by the College in response to the financial and funding challenges the sector faces. The risk of the negative impact of industrial action increased throughout the year and was rated red. This was due to the local and national industrial action, including strike action and action short of strike action, undertaken by the EIS-FELA during 2022-23 and 2023-24.

Members' Attendance

18. The attendance of members of the Committee for this academic session, and the previous four academic years, is as follows:

Year	No. of Meetings	Possible Attendances	Actual Attendances	Percentage Attendance
2019-20	3	27	22	81%
2020-21	3	24	24	100%
2021-22	3	21	21	100%
2022-23	3	24	20	83%
2023-24	3	18	14	78%

Review

19. The Board of Management's committees review their Terms of Reference annually, recommending any changes to the Board for approval. This is an opportunity for members of the Committee to reflect on the purpose, remit, business, membership and meetings at the end of the academic year with the next session in mind. No material changes were requested by the Committee in 2023-24.