

Glasgow Kelvin College

Finance and Resources Committee Meeting of 4 March 2025

People and Culture Services Update

Report by Director of People and Culture

1. Introduction

The main purpose of this paper is to provide members with an update on People and Culture Services matters in relation to the following areas:

- 2.0 Human Resource Management
- 3.0 Organisational Development
- 4.0 Equality and Inclusion
- 5.0 Wellbeing

2. Human Resource Management

2.1 Employment Relations

The purpose of this section is to provide members with an update on employment relations in terms of both National Collective Bargaining and local matters between the College and its recognised trade unions, EIS-FELA and UNISON.

2.1.1 National

EIS-FELA

At a National level discussions are ongoing between College Employers Scotland (CES) and the EIS regarding the implementation of two circulars: [Circular 04/18 – Transfer to Permanency](#) and [Circular STL 02/21 – Lecturing Staff National Dispute Resolution](#).

UNISON

UNISON has submitted its pay claim for 2025/26, the pay claim package comprises of a two-year claim and a no compulsory redundancy guarantee. The pay claim is currently being costed by College's Employer Scotland Finance Advisors. National areas previously led by the Unison Further Education Branch are now being progressed by UNISON Scotland including job evaluation and policy development.

2.1.2 Local

EIS-FELA and UNISON and the College, reviewed and agreed to their respective Recognition and Procedures Agreement (RPA).

The main revision of these documents involved the addition of an extra step in the disputes process. The additional section provides options to reach a resolution where there is a failure to reach an agreed outcome to a proposed change(s). The College is committed to maintaining good employment relations with its recognised Trade Unions and this change supports this approach.

EIS-FELA

The College continues to work in partnership with the EIS-FELA representatives and meet regularly, formally and informally, to discuss and resolve issues and progress areas for development including the local implementation of National Terms and Conditions and local Policy development.

UNISON

Members will recall that the Further Education Sector was advised that UNISON Further Education Branch had been placed under regional supervision. This means that all contact regarding any matter relating to UNISON or to further education should be sent to the UNISON Scotland regional staff only.

The College has been working closely with UNISON Scotland representatives and a joint statement was issued to support staff on 5 February 2025, [Appendix 1](#), to reassure staff that the College continues to engage with UNISON on their behalf.

Locally a number of areas have been progressed including positive consultation on policy development and the revision and agreement of the UNISON RPA. This document had previously been under discussion with UNISON Further Education Branch for more than four years.

Members will be aware that the College and its recognised trade unions meet regularly as per an agreed schedule, with six formal and six informal JNCC meetings held with both EIS-FELA and UNISON. The scheduled meetings with EIS-FELA and UNISON, attended by the full-time UNISON Scotland representative, are currently taking place.

2.1.3 Voluntary Severance

Members will be aware that the College's Voluntary Severance Scheme opened on 13 January 2025 and closed 24 January 2024, a total of 24 applications were received. The College is currently reviewing the submissions with appropriate key manager(s) and a business case has been drafted for each.

The business cases will be shared with the relevant Trade Union on 3 March 2025 and consultation will end 28 March 2025. The College is consulting with UNISON Scotland Regional Officers to progress the Voluntary Severance process in relation to support staff.

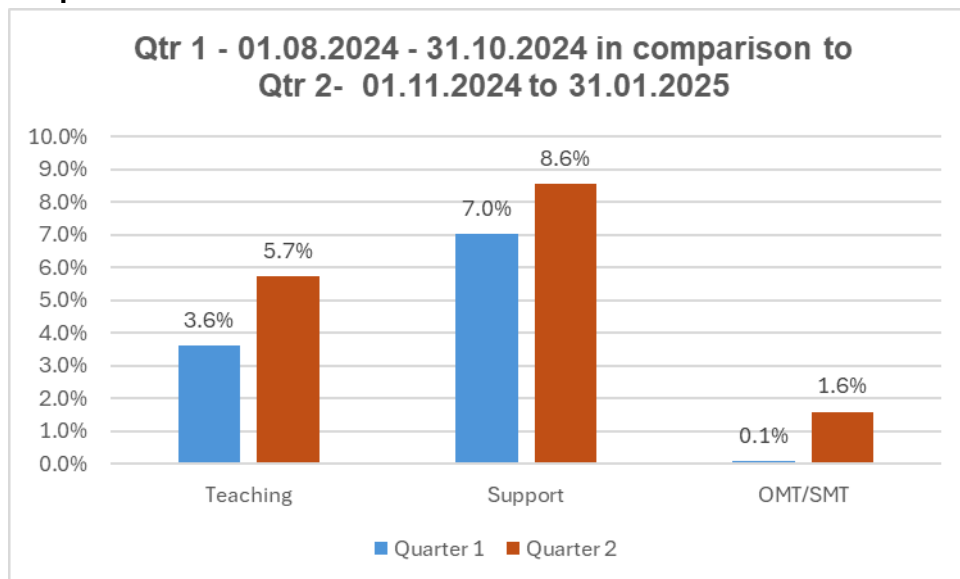
2.2 Attendance Management

The attendance and absence information for the College is split into four main staff groups represented in the College workforce. The allocation is Permanent Teaching Staff and Temporary Teaching Staff, Support Staff and SMT/OMT.

Graph 1 below shows the absence statistics for three of the four staff groups for Quarter 2 (1 November 2024 to 31 January 2025) for Academic Year (AY) 2024-25 in comparison to Quarter 1 AY 2024-25 (1 August 2024 to 31 October 2024).

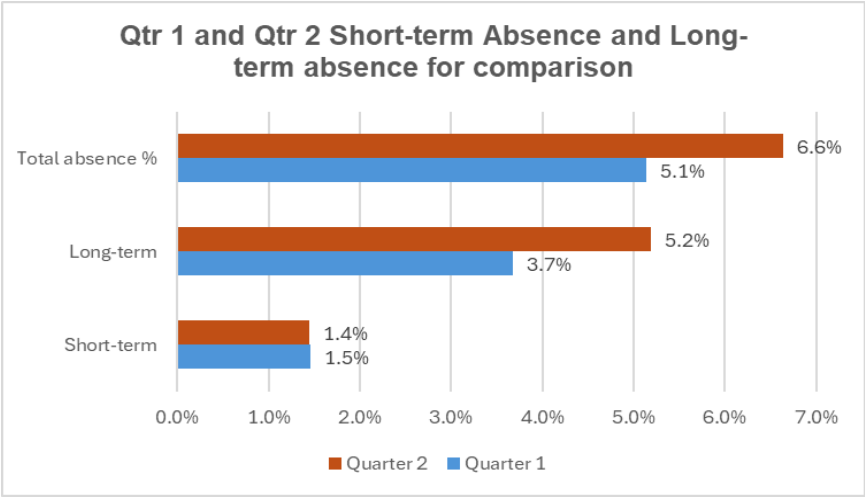
Members should note that the data for temporary teaching and support staff is yet to be finalised for Quarter 2 due to the information being processed a month in arrears. This data will be incorporated when available, and members will be updated at a future meeting of the Finance and Resources Committee.

Graph 1



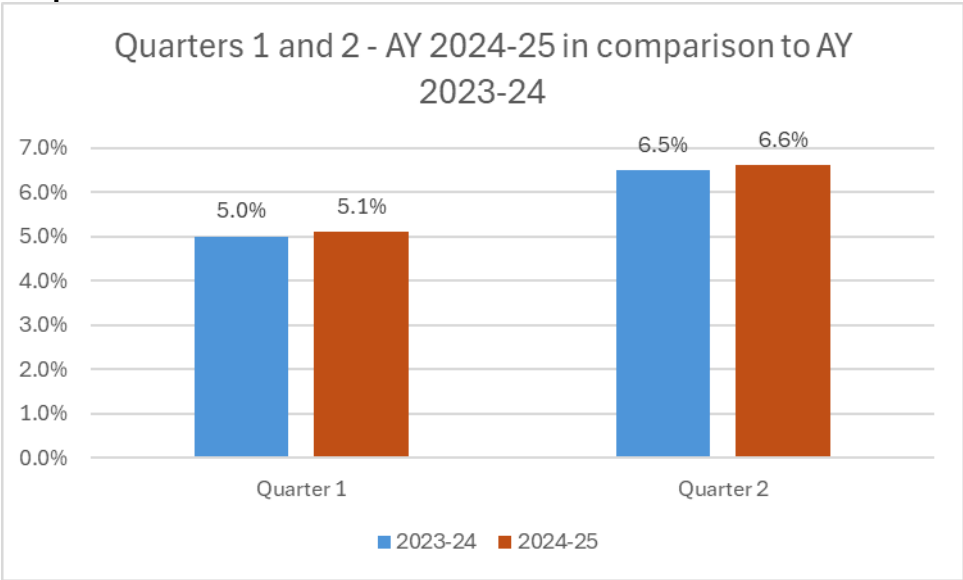
Graph 2 below shows the data for short-term and long-term absence for both Quarters in AY 2024-25. The data show that the absence rate increased in the second Quarter, this was solely attributable to long-term absence.

Graph 2



Graph 3 below shows the data for Quarters one and two for AY 2024-25 in comparison to AY 2023-24 for the same period. The absence rates have remained fairly static. The percentage rate for AY 2024-25 for Quarter two may change slightly once the data for temporary staff is included and the figure recalculated.

Graph 3



2.3 Policies and Procedures

The Colleges’ Policy Review Schedule has been shared with both Trade Unions with a view to organising a series of consultation meetings to ensure the documents are reviewed timeously.

The Policies and Procedures that have been shared with representatives and the stage of each consultation exercise is detailed in the table below.

Policy and Procedure	Current status
Policy and Procedure for Protection of Vulnerable Groups (PVG) and Criminal Record Checks	Meeting to be scheduled early April 2025 Policy review date 30.06.2025
Safeguarding Children, Young People and Vulnerable Adults Policy and Procedure	Consultation complete. Policy to Finance and Resources Committee – 04.03.2025 Board of Management - 12.03.2025
Alcohol, Drugs and Substance Misuse Policy	Meeting to be scheduled with EIS-FELA early June 2025. UNISON has submitted comments and these are being considered Policy review date 31.10.2025
Recruitment and Selection Policy	Meeting to be scheduled early September 2025 with the EIS-FELA. UNISON are content with the document and have no comments. Policy review date 31.12.2025
Attendance Management and Support Policy and Procedure	This policy is not due to be reviewed until 31.07.2027 however consultation will commence early March 2025 as part of the Attendance Management Action Plan which is aimed at reducing the College's sickness absence rate.

The College has conducted a review of its Occupational Health Provider and has decided to transition to an alternative provider moving forward. This change aims to enhance the quality and efficiency of occupational health services. The new provider will offer improved services tailored to the College's requirements, reinforcing its commitment to maintaining a healthy and supportive working environment while ensuring absence cases are managed and resolved in a timely manner.

3. Organisational Development and Wellbeing

The College continues to review and deliver appropriate Organisational Development for its workforce, working in partnership with staff, managers, and representatives of its recognised Trade Unions.

This section provides an update on three key areas:

- Staff Development Weeks
- Professional Development Review
- Safeguarding Training

3.1 Staff Development Weeks

Staff Development Week – 19 to 22 November 2024

Members will recall that the College delivered a staff development week 19 – 22 November 2024. During that week the staff development day was delivered on 20 November 2024. The event was delivered in person on campus for the first time since prior to COVID. In addition to the various sessions provided, the event also offered a marketplace for staff to visit during the break periods and an opportunity to socialise. The verbal feedback received on the day from staff was positive; it also generated plenty of ideas and suggested improvements for the next session scheduled for March 2025.

An evaluation of the staff development day was undertaken through the use of evaluation forms – see [Appendix 2](#). It should be noted that the evaluation form return rate was exceptionally poor. Feedback from staff on the staff development day is crucial for the continuous improvement of the events. The evaluation forms provide valuable insights into the effectiveness of training sessions, helping the College to understand what worked well and what areas need enhancement. Staff input ensures that future development days are more relevant, engaging, and aligned with employees' needs to undertake their role. Additionally, feedback fosters a culture of open communication, allowing staff to indicate the development they require, suggest improvements, and feel valued in their professional development. The College can also tailor future initiatives to better support staff. The Team is exploring various options to improve the level of feedback received from staff going forward.

Staff Development Week - 3 to 6 March 2025

At the time of writing this report the staff development week is scheduled to be delivered 3 to 6 March 2025, with the staff development day being delivered on campus on 5 March 2025. Through consultation with management and staff, data gathered through the Professional Development Review process and identification of skills gaps through various feedback mechanisms, a wide range of activities are planned, these include, for example:

- Creating a Positive Culture of Behaviour in the Classroom
- Learner Behaviour/Student Disciplinary Procedures
- GKC Metaskills Update
- Assessments in Practice – What should I do if ...?
- 1-1 Screen Capture/Green Screen/Video Recording
- Teaching that Fuels Learning and Memorisation
- Integrating AI in Pedagogy: Enhancing Learning and Teaching
- Using Effective Communication to Achieve a Culture of Psychological Safety (line managers)
- Resilience and Workplace Coping Strategies
- Equalities and Inclusion
- Safeguarding

A marketplace will also be available for staff to interact with and these focus on fun activities and health and wellbeing.

3.2 Professional Development Review

Members will recall that the College operates a Professional Development Review (PDR) process for all staff. Managers are required to complete the process with support staff during the months of May, June and July and teaching staff during the months of August, September and October. At the closure of this PDR cycle a total of 296 staff had returned a staff development action plan, approx. 70% (a 4% increase on AY 2023-24). Of the 296 action plans returned, 106 were support staff and 190 teaching staff.

The College continually seeks to improve its PDR process. An evaluation of the PDR process, detailed in [Appendix 3](#), shows that a high percentage of staff agree or strongly agree that the process has improved with the changes implemented in AY 2022-23.

The PDR process requires individual staff members to submit their completed action plan to the Organisation Development Lead. However, discussions with managers have highlighted that some staff members may forget to do so, suggesting that the actual completion rate could be higher than reported.

A further review of the PDR process is planned for AY 2024-25, taking into account the upgraded HR and Payroll Computerised Information System. It is hoped that the new system will digitise the whole process, creating a direct link between the PDR process, the relevant Operational Plan, and the Self-Evaluation Report for each area. This integration will help inform an annual Training and Development Plan for each AY. Work in this area is already underway.

3.3 Safeguarding Training

The College engaged the services of a company called [S.M.I.L.E](#) to deliver certificated training for its staff who have volunteered to be a safeguarder. Members will be aware that the Safeguarding Team forms an integral part in the implementation and operation of the College's Safeguarding Children Young People and Vulnerable Adults Policy and Procedure.

In addition to the Safeguarding Team completing this training, several senior managers also participated to reinforce the College's commitment to supporting its students.

S.M.I.L.E will also deliver two sessions during the staff development week to raise staff awareness and understanding of what falls under safeguarding and how to respond to an issue through the College's processes.

4. Equality and Inclusion

The College continues to work in partnership with staff, managers, and representatives of its recognised Trade Unions to embed equality and diversity into all aspects of College life.

This section provides an update on three key areas:

- Public Sector Equality Duty Report
- LGBT+ Charter
- Radiant and Brighter – Race Equality

4.1 Public Sector Equality Duty

Members will be aware that the Board of Management have a responsibility to ensure that the requirements of the Equality Act 2010, including the general duty of The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, are addressed appropriately.

The College is required by Statute to publish data in the form of a Report by the 30 April 2025. A Public Sector Equality Duty Report (PSED) 2025 is currently being drafted and will be based on data from Academic Years 2022/23 and 2023/24 it will include: a Mainstreaming Report, including staffing data; Equality Outcomes and Action Plan; Pay Gap Information; and Equal Pay Statement.

The PSED Report is in the final stages of completion and will be available for comment from the Senior Management Team by the end of March 2025. An interim PSED Report will be published on the College website by 30th April 2025 in accordance with the legislation. The document will be presented to the Board of Management in June 2025 for approval.

4.2 LGBT+ Charter

Members will recall that the Glasgow Kelvin College is working towards the LGBT+ Youth Scotland Bronze Award to help create an inclusive and supportive environment for all students and staff.

A key part of achieving this award is ensuring staff complete LGBT+ Awareness Training, this will be delivered during March 2025.

The training is aimed at equipping staff with valuable knowledge and increasing confidence in fostering equality and inclusion. A further update will be provided at a future Finance and Resourcing Committee.

The College has also been working with LGBT+ Scotland in relation to policy review and development and practice.

4.3 Radiant and Brighter

Members will recall that the College is working in partnership with a company called Radiant and Brighter. After completing phase one of the partnership, in which virtually all senior and operational managers attended two training sessions to assess the College's understanding of racism and potential structural barriers, the College will now begin phase two of the partnership. The second phase of the partnership will build on

the learning from the two training sessions delivered by Radiant and Brighter in November 2024.

The second phase consists of two activities, detailed below:

i. Antiracism/ Racism Student and Staff Survey

A survey will be conducted to baseline the College's position in relation to race and assist the College to understand the needs from the student, leadership and staff perspective to inform any next steps required.

It will seek to inform an antiracism action plan for the College, ensuring it is relevant and meets its needs from design to delivery. The survey analysis will apply an antiracism lens to understand both qualitative and quantitative data.

ii. Develop an Action Plan

Building on the data from the survey and learning from the training Radiant and Brighter will assist the College to develop a long term Action Plan. The Action Plan developed by Radiant and Brighter will act as sustainable road map for the College to respond to identified needs.

5. Wellbeing

The College continues to focus on the wellbeing of its staff and has delivered a range of activities since the start of the AY. Examples of activities include:

- Menself – this organisation focusses on men's health and wellbeing
- Green week – led by the College's Environmental Sustainability Manager
- Black history month – led by the College's Equality and Inclusion Lead
- Active activities – working in partnership with Nuffield Health
- Keeping safe sessions – led by the College's Health and Safety Manager
- GBV Activities – led by the Equality and Inclusion Lead and Student Engagement Officer working towards promotion of the White Ribbon campaign
- Step challenge – led by the College's Active Campus Coordinator
- Massage and flu vaccination – delivered during the Staff Development Day
- Winter Festival pop ups, Walking challenge, Veganuary, mental health awareness – various activities led by the Wellbeing Group
- Marketplace activities planned for March 2025 - mental health awareness, neurodiversity awareness, blood pressure checks, information session on heart health, etc.

6. Resource Implications

There is a resource implication identified as a result of this report associated with the cost of funding any future Nationally negotiated pay awards, in excess of Public Sector Pay Policy, and with National Job Evaluation.

There is also a resource implementation in funding the racial equality work being carried out by Radiant & Brighter.

The change in occupational Health provider will result in financial savings as well as a better quality of service.

7. Impact on Students

The training and development for staff, detailed in section 3, and the introduction of the initiatives under section 4 aims to support the delivery of engaging and positive learning experiences and high levels of student success.

8. Risk and Assurance

The cost of the pay awards may result in further cost pressures and may require further savings to be made.

9. Equality

The various initiatives outlined in section 4 will progress the National Equality Outcomes and the College Equality Outcomes and strengthen the College's commitment to creating an inclusive working and learning environment.

10. Data Protection

No data protection issues have been identified as a result of this report.

11. Environmental and Sustainability

There are no Environmental and Sustainability implications arising as a consequence of this report.

12. Recommendations

Members of the Finance and Resources Committee are recommended to note the content of this report.

13. Further Information

Further information on the content of this report can be obtained from Doreen Shiels, Director of People and Culture Services at dshiels@glasgowkelvin.ac.uk