

Glasgow Kelvin College

Finance and Resources Committee – 26 November 2024

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 and Wellbeing
- 4.0 Equality and Inclusion

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

Members will recall that EIS pay claim is settled and the pay agreement covers teaching staff until 31 August 2026. It is anticipated that this will provide the Further Education Sector with a level of stability in Academic Years 2024/25 and 2025/26.

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](#).

A working group has been established to consider the best way forward for the implementation of Circular 04/18 – Transfer to Permanency. The first meeting of the work group is scheduled for 21 November 2024. The group will prioritise the implementation of this circular before commencing work on Circular STL 02/21 – Lecturing Staff National Dispute Resolution.

UNISON Scotland FE Branch – Regional Supervision

On Thursday 7 November 2024 the Further Education Sector was advised that UNISON Scotland 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 regional staff only.

UNISON regional staff informed colleges that all UNISON local stewards remain in post and any local facility time arrangements remain. In response to the regional supervision arrangement however all local stewards, including the Unison representative within Glasgow Kelvin College, have taken the decision to take strike action and withdraw from all local engagement. Members should note that the College's UNISON representative will not attend any meetings including the Board of Management meetings.

Areas previously led by the Unison Further Education Branch will now be led by Unison, including Pay negotiations for Academic Year 2025/26; job evaluation and policy development.

2.1.2 Local

Members will be aware that the College and both its recognised Trade unions meet in accordance with an agreed schedule through its Joint Negotiating/Consultation Committees (JNCC). Six formal and six informal JNCC meetings per year are scheduled with the EIS-FELA Members should note that UNISON has now requested the same schedule for Academic Year 2024/25. This arrangement replaces the previous request from UNISON for 12 formal meetings per year.

The College will continue to work with its recognised Trade Unions, and management strives to maintain good employment relations with its trade union colleagues.

2.1.3 Consultation – Changes to Team Structures

The College is about to consultation with UNISON on the Job Descriptions and roles and responsibilities of staff in Student Support Services.

In the Academic Years 2022/23 and 2023/24 the College supported staff Voluntary Severance in this area based on the business cases presented. The business cases highlighted the need for a review of the staffing in this area at a later date. The exercise involves staff over different team functions and will therefore be completed in phases.

The College recognise that local UNISON representation is not available at this time, however where there is an imperative requirement to make progress in the interest of operational efficiency and the benefits of students, it may need to involve regional officers until the internal situation with UNISON is resolved.

2.2 Attendance Management

Members will recall that the Annual Attendance Management Report for Academic Year 2023/24 reported an annual percentage of 6.3%. This is the highest percentage experienced by the College since its inception in 2013.

An action plan has been developed with the aim of improving attendance levels in Academic Year 2024/25 and a target figure of 5% has been set for the year. The action plan covers key areas such as a review of the Policy and Procedure, further training and development, a more detailed analysis of reasons for absence to identify patterns and causes and a review of the College's Occupational Health and Employee Assistance.

The diary sheets for teaching staff are still being processed, the information for additional hours and temporary teaching staff will be available in due course. At the time of writing this report, based on the data available, the absence rate for Quarter 1, 01 August 2024 to 31 October 2024, for Academic Year 2024/25 is 5.2% which is the same as Quarter 1 in Academic Year 2023/24.

Short-term and long-term absence for both Academic Years is detailed below:

2023/24 – Quarter 1

Short-term - 1.5%

Long-term – 3.7%

2024/25 – Quarter 1

Short-term – 1.2%

Long-term – 4.0%

The revised figure for Quarter 1 will be presented at the next scheduled Finance and Resources Committee meeting. The cost of absence associated with Quarter 1 will also be provided when all the data is available.

2.3 HR Staffing Structure

The Human Resources Business Partners (HRBPs) support transactional Human Resources (HR) and Organisational Development (OD) functions to deliver the People and Culture Operational Plan.

A review of the duties and responsibilities of the HRBP role was undertaken to ensure that the job description and grade for the role reflected work that was currently being done by the staff and the additional tasks will be incorporated into the role which allow the People and Culture Team to enhance the current services that are provided.

The role was evaluated using the College job evaluation system, Further Education and Development Role Analysis (FEDRA). The grading for the role was increased and HRBP role has been regraded. The People and Culture Team had been carrying an HRBP vacancy for over a year and this budget was used to cover the cost of upgrading the HRBP Role. This vacancy occurred when a member of the Team was recruited by another College who paid more for effectively the same role.

The People and Culture Team have experienced another vacancy recently and it is anticipated that the revised grade will attract a high standard of applicants with the necessary skill, experience and knowledge required for the position.

3. Organisational Development and Wellbeing

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

This section provides an update on two key areas:

- Staff Development Day
- Professional Development Review

3.1.1 Staff Development Week – 19 – 22 November 2024

At the time of writing this report a Staff Development Week was scheduled to be delivered week commencing 18 November 2024 as part of the College's commitment to continuous professional development (CPD).

The event aimed to deliver training and development identified through the Professional Development Review process, feedback from staff and managers and training identified by the College to meet its strategic and operational requirements. The event was held on campus which was the first onsite event pre COVID.

Activities provided were wide ranging and can be viewed by following this link: [Staff Development Event Schedule](#) and [Staff Development Week Session Details](#). Many of the sessions were recorded and a link to the recordings will be provided to staff who were unable to attend on the day due to work or other commitments.

3.1.2 Coping with Change

Members will recall that the College planned to offer awareness training for all staff in coping with change during AY 2023/24. The training aims to support the staff's wellbeing, helping them to cope with the challenges being faced as a result of the ongoing changes within the College and wider FE Sector. The training was delivered as part of the Staff Development Week.

3.1.3 Stirling University – Exploring Student Motivation

As part of the Staff Development Week a participatory session was delivered on 21 November 2024 in partnership with Stirling University. The session explored tools and techniques that can be used to motivate and engage learners. It aimed to draw on ideas from practitioner enquiry and joint practice development, providing an opportunity for staff to discuss with teaching colleagues and develop practice collectively.

The College is in discussions with Stirling University with the long-term aim of working in partnership to develop and further enhance teaching and learning techniques and approaches for the benefit of its students.

3.1.3 Health and Wellbeing

As part of the Staff Development Week a number of activities were delivered including:

- Food and Clothes Donations for the Student Pantry and Clothes Bank;
- Stress Management and Wellness Workshop;
- An onsite 'market place', including:
 - Incorporate Massage - a neck/back massage from Incorporate Massage
 - Scotwest - about savings and loans etc from Scotwest
 - Chest, Heart and Stroke Scotland - offering free staff health checks
 - Home Energy Scotland - offer of free and impartial advice how to save energy at home;
- Flu Clinic; and
- Trauma Informed Approach & Maintaining Wellness while Managing Safeguarding and Mental Health Issues.

3.2 Professional Development Review

The Professional Development Review (PDR) process was launched in June for Support Staff and in September for Teaching Staff.

The process is ongoing and a total of 66% of staff have received a PDR to date. Members will be aware that the PDR process plays a key role in informing the College's professional development plan and workforce planning process for Academic Year 2024/25.

Members will recall that the College aims to utilise its HRP system to support its PDR process and work has begun to develop the system for this purpose.

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:

- British Sign Language Action Plan
- Public Sector Equality Duty
- Radiant and Brighter

4.1 British Sign Language (BSL) Action Plan 2024-26

The British Sign Language (Scotland) Act 2015 requires listed authorities in Scotland to publish BSL plans every six years, demonstrating how they will promote and support BSL. The College has revised its BSL Action Plan which seeks to support the [BSL National Plan for Scotland 2024-2029](#). The National Plan has ten priority areas that represent the collective ambition for BSL in Scotland and underpin the Scottish Government's overall aim: to make Scotland the best place in the world for BSL users to live, work, and visit.

The Colleges' BSL Action Plan has been published on its website along with a BSL version of the plan.

4.2 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.

It is anticipated that the PSED Report will be available for comment from the Senior Management Team by the end of February 2025.

4.3 Radiant and Brighter

The Equality and Human Rights Commission (EHRC) and Scottish Funding Council (SFC) published a report titled "Tackling persistent inequalities together" in January 2023 which included a set of National Equality Outcomes (NEOs) to address the persistent inequalities in the tertiary system. All nine protected characteristics under the Equality (Scotland) Act 2010 are included in the NEOs. The College has taken a range of actions across the protected characteristics to embed equality and inclusion into all aspects of College to progress its own Equality Outcomes (EO) and the NEO.

To demonstrate its commitment to Race equality and to progress the requirements of both local and national EOs, the College has partnered with an organisation called Radiant and Brighter and will work with the organisation during Academic Year 2024/25. The College is committed to improving the working lives of minority ethnic staff and to supporting staff to stay in and progress in employment.

Radiant and Brighter, will assist the College to undertake an assessment of its understanding of racism and the structural barriers that may exist within our organisation. The College invited all senior or operational managers to attend two

sessions, 8th and 22nd November 2024 to support its commitment to race equality and support the delivery of its race equality agenda.

Both sessions will feed into developing an action plan for the College with the support of Radiant and Brighter to guide its work on Race equality going forward.

5. 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.

6. Impact on Students

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.

7. Risk and Assurance

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

8. 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.

9. Data Protection

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

10. Environmental and Sustainability

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

11. Recommendations

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

12. 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

Glasgow Kelvin College
DMS. 18.11.2024