

Glasgow Kelvin College

Finance and Resources Committee – 5 March 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
- 4.0 Equality and Inclusion
- 5.0 Attendance Management

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 the EIS-FELA notified the College on 14 November 2023 of its intention to hold a re-ballot. This opened on 22 November 2023 and closed on 16 January 2024. The dispute relates to a failure to agree on a cost of living pay uplift for 2022-23, 2023-24 and 2024-25 for college lecturers and a failure on the Employers part to make an acceptable pay offer. EIS-FELA notified the College of the results of its statutory ballot on 16 January 2024. The ballot result achieved a mandate for further industrial action and action short of strike action (ASOS, including a resulting boycott).

EIS-FELA commenced ASOS on 12 February 2024 and this will continue until 15 July 2024. At the time of writing this paper a programme of discontinuous industrial action consisting of strike action will commence on Thursday 29 February 2024.

Unison

Members will recall that Unison notified the College on 20 October 2023 that it would hold an official ballot for industrial action between 30 October and 4 December 2023. The ballot is in relation to a dispute over pay, terms and conditions and the pay harmonisation element of the 2022-23, 2023-24 and 2024-25 claim and on the potential need for compulsory redundancies in the sector for workers covered by the National Joint Negotiating Committee. The ballot achieved a mandate for industrial action.

Following the result of the ballot Unison notified the College on 15 February 2024 that members will take part in discontinuous strike action and of its intention to join the EIS-FELA on 29 February 2024.

The College intends to keep its three campus buildings open, and it has taken appropriate steps to ensure the safe management of each building.

Of the three Trade Unions in the college sector, Unison, Unite and GMB, both the GMB and Unite have now accepted the three-year pay award. Unison has yet to ballot their members on the offer.

The College issued communications to staff, students and stakeholders informing them of the strike action taking place on 29 February 2024.

Job Evaluation and Pay and Grading

Discussions on job evaluation are ongoing at a National Level with the support staff Trade Unions.

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 and 12 formal meetings are scheduled with Unison. In the main the meetings have been taking place in accordance with the agreed schedule, however three Unison meetings have not taken place and one for the EIS-FELA. The agenda and papers were carried forward.

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

2.1.3 Consultation – Changes to Team Structures

Four consultation exercises are ongoing with Unison, these include:

Changes to the Finance and Funding Team

Members will recall that a proposal to change the way the Finance Team currently operates was shared with the relevant staff and Unison. The key driver for the proposed change is to support the Student Funding Team and allow greater flexibility and resilience within the finance and funding functions.

The new Finance and Funding Assistant role was put into operation on 01 November 2023 as an interim arrangement while consultation is ongoing. Training for the staff is underway and the consultation timeline has been extended to the end of April 2024. This will provide sufficient time to assess the effectiveness of the new role on service delivery to enable the College to make an informed decision about the proposed changes for this Team.

Changes to ICT and Digital Service

Members will recall that staff turnover within the Digital Team has presented an opportunity to consider potential changes within this Team aimed at supporting the Director of Digital and Student Information Services and their change in remit. There has been further turnover within this Team and a review of staffing requirements is ongoing to ensure the effective operation and delivery of this service.

Security

Members will recall that the College entered into consultation with staff and Unison regarding removing the manned guarding that covers overnight and weekends at its Easterhouse and East End Campuses.

Proposals were shared with Unison and the Teams who are involved in the proposed changes, Administration and Secretariat and the Estates Team. Several meetings have been held with these Teams and Unison.

In light of the ongoing consultation exercise the College is exploring a potential amendment to its initial proposal. It hopes to be in a position to share revised proposals with Unison and the staff in the near future.

Business Development

Members will be aware that the Further Education Sector was advised that due to the significant pressures on the Scottish Government budget there is no provision for monies available for the Flexible Workforce Development Fund (FWDF) for Academic Years 2023-23 or 2024-25.

In anticipation of funding not being available, the College entered into consultation with Unison and the members of staff responsible for the work associated with the administration of the FWDF.

Three members of staff were directly affected. Of the three staff, two have been redeployed and there is ongoing project work available for the third member of staff at this time. Consultation is ongoing.

2.2 Voluntary Severance

Members will be aware that the College's Voluntary Severance (VS) Scheme opened on 15 January and closed on 26 January 2026.

Prior to the VS Scheme opening the College invited expressions of interest from staff. It received 42 expressions of interest, 25 teaching staff and 17 support staff.

A total of 35 staff submitted a formal application when the VS Scheme officially opened, 20 teaching staff and 15 support staff. Two members of the teaching staff subsequently withdrew their formal application, giving a total of 33 applications for consideration. A total of 19 of these applications are being supported.

The College entered formal consultation with staff and recognised Trade Union representatives on Monday 26 February 2024. Where the College is supportive of removing a post held by an applicant from its staffing structure, the staff member has been advised accordingly. Where the College is unable to remove a post from its staffing structure, due to operational requirements and business needs, the staff member has been advised.

The consultation period with staff and recognised Trade Unions will take place until 29 March 2024.

3. Organisational Development

The College continues to build and adapt its approach to Organisational Development, working in partnership with staff, managers, and representatives of its recognised Trade Unions. This section provides an update on five key areas:

- Organisational Development Audit
- Themed Months
- Staff Development Day
- Strengthening and Supporting Teaching Development Activity
- CDN Workforce Survey

3.1 Staff Development Audit

Members will be aware that a review of the systems in place in relation to Staff Development had been scheduled as part of the Internal Audit programme for AY 2023/24. The audit took place in January 2024. The audit report provided a level of assurance of 'Good'.

Two areas were identified as opportunities for improvement these related to:

- The implementation of a centralised system for training records. The new HR computerised platform currently being developed will centralise formal training records for each staff member and produce reports for monitoring purposes and cost analysis.
- Compliance training – currently a spreadsheet is maintained by the OD Business Partner in liaison with line managers. The new HR computerised platform will

record details regarding compliance training which OD, management and the staff members can access.

One action in progress was highlighted and related to the planned development of a line management development programme. This area will be progressed by the new Head of Human Resources and Organisational Development when they take up post in April 2024.

3.2 Themed Months

The College continues to deliver activities throughout each month, activities in AY 2023-24 to date include:

- Sessions on Health and Safety, Emergency First Aid, Mental Health First Aid, Cancer Awareness, Digital - including Embedding Moodle in Teams, Excel Essential, MS Teams for the Classroom, Keep Active at Work, Making the most of your Money, SharePoint pats and Intranet Management.
- Free webinars – Data Visualization Accessibility, Accessibility for managers and leaders, Accessibility for developer and designers.
- Neurodiversity Celebration Week – 18 – 24 March 2024

3.3 Staff Development Day

A CPD event will be delivered on 6 March 2024. A wide range of activities are planned based on the feedback received from the:

- PDR process (completed to date) – individual level.
- Requests from Teams – departmental level.
- Areas identified to meet the strategic needs of the College - organisational level.

In addition to the CPD event activities have been arranged for the month of March, events for the CPD Day and the month of March include:

- Managing negative behaviours around campus
- Mens mental health
- Time and self-management
- Understanding mental health for young people
- Bystander intervention training

Members may recall that the senior management team participated in a programme titled Leading Through Change, a similar but condensed version of this training will be delivered to all managers and supervisors. To support staff cope with change the College is offering a programme titled Coping with Change. Four of each session will be delivered.

3.4 Strengthening and Supporting Teaching Development Activity

Members will recall that the College introduced three new initiatives aimed at strengthening support for teaching practice through stronger leadership for teaching development activity, and through providing more structured and consistent

opportunities for staff to share teaching practice and provide peer support. These include:

- A Professional Development Forum – All staff – the remit and membership of the Forum has been established. The Forum has met on two occasions.
- Teaching Activity Groups: This initiative has led to cross College working between curriculum areas and teams, the sharing of best practice and skills and experience with teaching staff supporting ideas and one another.
- Teaching Development Leads: Currently 5 members of teaching staff are working on teaching development projects for which they are given remission from contact. Three are due to finish at the end of block 2, with two continuing, and a further two new TDLs beginning their projects in block 3. Projects include creating project-based learning models, using green screen and OBS to develop online webinars; developing a pilot teaching exchange and feedback programme, and developing materials to help learners build resilience and well-being.

3.5 CDN Workforce Survey

Members may recall that in 2022 Colleges Development Network (CDN) conducted a workforce survey. This was issued to all colleges across the Scottish College sector and ran from 1st February 2022 to 31st March 2022. The survey related to the 2020-21 academic year. CDN is conducting the same survey covering the period 1st February 2024 to 31st March 2024 relating to calendar year 2022-23.

There were 1,810 respondents in total to the 2022 survey with 176 responses from Glasgow Kelvin College. The 2024 survey has been circulated to all Glasgow Kelvin staff.

The data collated by CDN will be used to inform and direct future Professional Learning activity for the college workforce. Once the survey has closed, each college will also receive the full data set for their individual college.

The data shared with the College will be analysed and used to inform the development and delivery of Glasgow Kelvin's workforce.

4. Equality and Inclusion

Members will recall that the Scottish Funding Council and the Equality and Human rights Commission produced a report titled [Tackling Persistent Inequalities Together](#) which set out National Equality Outcomes (NEOs). The NEOs target improvements to the retention, representation and success of students and staff with a range of protected characteristics, as well as the procedures, services and support that colleges and universities should offer them to address any discrimination or disadvantage. A range of initiatives are in motion to progress the NEOs and the College's own [Equality Outcomes](#). These are outlined below.

4.1 Investing in Employee Development

As part of the CPD Week, outlined above, there continues to be a focus on staff well-being and fostering a diverse workplace culture. Training in range of areas will be delivered including sessions on equality and diversity, mental health awareness, bystander intervention, human trafficking, and neurodiversity.

4.2 Digital Recruitment – Accessibility

Members will recall at the Finance and Resources Committee held on 26 September 2023 the College reported signing up to a project, titled Apt, to audit and assess its policies, procedures and practices to identify gaps in knowledge, expertise or processes and agree an action plan.

As part of the project Apt conducted a thorough review of the College online recruitment processes. Engaging with independent disabled individuals and web developers, this assessment scrutinised online recruitment processes for potential barriers. The comprehensive report obtained from this exercise provided valuable insights and key recommendations, which will assist the College develop its recruitment site to make it more accessible and inclusive. Overall, the assessment was very positive.

Members of the People and Culture Team will work with colleagues in the Digital and Information Services Team and Communications and Marketing Team to take forward the recommendations.

4.3 Disability and Health Conditions

Two areas are currently being developed, these include.

- **Wellbeing and Health Passport:** Members will be aware that the College is a 'Disability Confident' employer and is committed to supporting the health and wellbeing of its staff in the development of a health and wellbeing passport. This will integrate seamlessly into College systems. This approach ensures a holistic approach to employee well-being, reinforcing the College's commitment to creating an inclusive and supportive environment.

Staff will be encouraged to complete a passport which will enable individuals to record details about their disability, health condition or learning disability. The aim is to ensure that reasonable adjustments are in place where required and the personal needs of staff are being met. It is also to support managers in feeling confident to have appropriate conversations with staff about what help their staff may need to undertake their role and fully participate in working life. A novel approach is on the horizon with the introduction of a Wellbeing and Health Passport.

- **Reasonable Adjustments for All:** a reasonable adjustments toolkit and guidance is being developed working in collaboration with staff and key teams such as

members of the Student Support Services. This resource once refined will be shared on the College intranet for managers and staff to utilise both in relation to employment and the learning environment.

4.4 Gender

Partnering with White Ribbon, the College is set to reignite its 2017 campaign for tackling gender-based Violence fostering a safe and respectful College community. A short-term working group is being established consisting of both staff and student representatives.

4.5 Age

Collaboration within the People and Culture Team and Age Scotland to progress the targets within the College's Action plan developed as part of the Aim Project. Sessions will be delivered in June: Unconscious Bias and Financial Wellbeing Webinar.

4.6 Race

The College has contacted a few key organisations to explore working in partnership with them. Current options for partnerships being explored include the Black FE Leadership Group, West of Scotland Race Equality Committee, Black Professionals Scotland, Radiant and Brighter. These partnerships will fortify our commitment to eliminating racial barriers and fostering good relations.

4.7 Religion

A quiet room has been established at each campus. This provides a reflection space for staff and students. It may also be used as a faith room. Detailed guidance on usage has been developed and working with the Communications and Marketing Team this will be promoted throughout the College. This initiative underscores our commitment to recognizing and respecting diverse religious beliefs.

4.8 Sexual Orientation and Gender Identity

The College has signed up for the LGBT+ charter and a meeting has been scheduled with LGBT+ Youth Scotland to progress gaining the charter in 2024.

Overall, the initiatives outlined above aim to promote inclusivity and reinforce the College commitment to fostering a workplace that values and celebrates diversity in all its forms. With these strategic measures in place, it aims to create a more vibrant, inclusive, and forward-thinking community at within the College.

5. Attendance Management

Members will be aware that the College reports on its attendance and absence information quarterly. Due to staff turnover and work commitments however, this information for Quarter 2 is not yet available. The newly appointed Head of Human

Resources and Organisational Development will take up the post on 8 April 2024. The information for Quarter 2 and Quarter 3 will be reported at the next Finance and Resources Committee meeting scheduled for 30 May 2024.

The data for temporary teaching and support staff has now been incorporated into the figures for Quarter 1. Members will recall that the data was yet to be finalised due to the information being processed a month in arrears. The overall absence percentage rate for Quarter 1 with this additional information reduced the rate from 5.2% to 5%. This was mainly due to a decrease in the percentage rate for teaching staff from 4.1% to 3.7%.

The cost of staff absence for Quarter 1 was £194,698, this cost relates solely to staff salaries.

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.

7. Impact on Students

The introduction of the initiatives under section 3.3 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 will 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 (dshiels@glasgowkelvin.ac.uk).

Glasgow Kelvin College
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