

Item 09
For Discussion and Noting

Glasgow Kelvin College

Finance and Resources Committee of 26 September 2023

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

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

Members will be aware that the College was notified on 19 April 2023 of the EIS-FELA statutory ballot which provided a mandate for industrial action and action short of strike action (ASOS). Unison confirmed on 14 April 2023, that as a result of its statutory ballot, it has a mandate for industrial action in the form of strike action.

A further ballot was issued by the EIS to extend ASOS and for strike action beyond 12 October 2023.

The College received official notification of strike action from both the EIS-FELA and Unison on 24 August 2023 and at the time of writing this report:

- strike action took place on 7 and 14 September 2023; and
- no dates for further strike action had been received.

The College opened its three campus buildings to staff and students on both 7 and 14 September 2023. All managers were on campus on each date and an assessment of staff numbers, available fire warden cover and first aid provision was taken at each building to ensure the safety of staff and students. Insufficient cover would have led to the campus buildings being closed on health and safety grounds.

Both the management and Trade Union side have confirmed that there is no change to their positions on the pay offer and discussions are ongoing.

Job Evaluation and Pay and Grading

There has been no further movement in relation to this matter. Discussions are ongoing between Colleges Employers Scotland and 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). Meetings have been taking place in accordance with the agreed scheduled.

The College and its recognised Trade Unions continue to work together and maintain positive working relationships.

2.2 Human Resources Management System

Members will be aware that the College operates an inhouse payroll service. The current provider has taken the decision not to develop further its HR platform, but only maintain it. However it has partnered with an external agency to deliver its HR element aiming to provide an improved service to its clients.

The College, with the agreement of the Scottish Funding Council, has committed to a new three-year contract for a HR and Payroll system. The new software offers the College a more sophisticated interface and an efficient and effective management tool that better meets its needs. The advanced HR platform will enhance performance and management with access to real time information to inform areas, such as workforce profiling, budget management, equalities profiling, attendance management, organisational development recording, customisable performance reviews and engagement/wellbeing enabling detailed workforce data and analytics.

The addition of this more enhanced HR platform will reduce further the need for manual processes and streamline data flows, allowing the People and Culture Team to focus on more strategic and people-orientated tasks and improving automated core HR workflows. The new system is currently being developed and will be implemented and rolled out to staff by the end of the calendar year.

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 four key areas:

- Professional Development Review Process
- Staff Induction
- Team Kelvin Sessions
- GTCs

3.1 Professional Development Review Process

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

The process is ongoing. A report providing an update on the impact of the PDR process will be presented at a future meeting of the Finance and Resources Committee. Members will be aware that the PDR process plays a key role in informing the College's Themed Month activities and workforce planning process.

3.2 Staff Induction

The College is currently reviewing its staff induction process with a view to implementing a three-tier approach supported by digital materials. The review aims to improve the process, to ensure a consistent approach across the College and that staff are integrated well into the culture and their role.

The three levels of the induction process will cover:

- Organisation
- Department
- Role

A survey was conducted of staff who joined the College between January 2020 and October 2022. The outcome of the survey can be found in [Appendix 1 \(9\).docx](#). The most prominent aspect of the survey is the feedback from staff about the warm welcome they received when they joined the College. It is clear from the survey however that improvements are required to the College induction process.

The next step of the review is to seek feedback from managers and a survey will be conducted and analysed by the end of October. The outcome of the survey will inform the further development of the process at departmental level.

The People and Culture Team will work with managers to develop a template document for application at departmental level to ensure consistency of approach but also allow for tailoring to suit the needs of individual departments.

An update report on progress will be brought to a future meeting of the Finance and Resources Committee.

3.3 Team Kelvin Sessions

Members will be aware that the College launched an initiative titled 'Team Kelvin Sessions' (TKS) in AY 2022-23 as part of its wellbeing agenda to provide staff with an opportunity to reconnect with colleagues post-COVID. The purpose of the activity was to support staff reconnect with each other and build team relationships. As most of staff had been working remotely or in a hybrid capacity, they would not have had the opportunity to spend much time together with colleagues in-person.

Essentially, a TKS is an activity (bowling; tour; escape room etc.) chosen by a team, with the aim of bringing staff together to support team relationships and staff wellbeing.

The College ran two TKS sessions last year, one in the Autumn and one in June, funded through the Health and Wellbeing monies allocated by the Scottish Funding Council. The June session saw an increase in the number of teams participating. The activity has been well received and the feedback from staff demonstrate the beneficial impacts of the initiative, detailed in [Appendix 2 \(9\).docx](#), for staff wellbeing and improving Team relationships.

The College will fund the initiative and offer it to staff June 2024.

3.4 General Teaching Council (Scotland)

In April 2023, GTC Scotland approved the [Standard for Provisional Registration \(Lecturers – in Scotland's Colleges\)](#). This Standard provides a new route to registration for college lecturers who:

- are employed at a Scottish college; and
- do not yet hold a GTC Scotland-recognised teaching qualification (or equivalent for those qualified outside of Scotland).

The College has issued a communication to all Lecturing staff who must now apply for Provisional (Conditional) Registration with GTC Scotland. Members will be aware that registration is mandatory for college lecturers in Scotland as part of agreed National Terms and Conditions of employment. Teaching staff who do not hold a TQFE or GTCS recognised teaching qualification must obtain a qualification within 5 years of registration.

To support staff, gain full registration the College will create an individual training plan for the staff member which will set out their route to gaining the TQFE. The OD Lead will work in partnership with the staff member, the Quality Enhancement Manager and Faculty Management to support them achieve the TQFE and GTC Scotland registration.

4. Equality and Inclusion

The Equality and Inclusion Lead role is currently vacant, and the post has been advertised. Interviews for the position will take place on 29 September 2023, the College would anticipate the position being filled by the end of October 2023.

The College continues to build and adapt its approach to Equality and Inclusion, working in partnership with staff, managers and representatives of its recognised Trade Unions.

This section provides information on two key areas which will be progressed in AY 2023-24:

- Apt - Project
- National Equality Outcomes

4.1 APT

[Apt](#) is a Public Social Partnership funded by the Scottish Government to reduce the Disability Employment Gap. Apt's lead partner is the Scottish Union of Supported Employment and working in partnership with employers in Scotland they provide support to better attract, recruit and retain disabled people and those with long term health conditions.

The College has signed up to the project and will work with Apt who will support it to audit and assess its policies, procedures and practices to identify gaps in knowledge, expertise or processes and agree an action plan. Apt offer a catalogue of services from which the College can choose which best meets its needs. Outcomes from the agreed action plan will be measured, reviewed and evaluated and a further action agreed. The collaborative style of working is designed to be a flexible process, to suit the organisation.

Apt also works with other external agencies which will help to support and develop the College's equality agenda. A total of 14% of the College's workforce have disclosed a disability.

4.2 National Equality Outcomes

The Scottish Funding Council and the Equality and Human rights Commission have come together to identify the most persistent inequalities in Scotland's colleges and universities and pave the way for their removal.

The national equality outcomes set out in the report [‘Tackling persistent inequalities together’](#) 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.

The College will review its Equality Outcomes and action plan to align these with the National Equality Outcomes during AY 2023-24. A revised Equality Outcome and associated Action Plan will be implemented by the end of the calendar year.

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 National Equality Outcomes should have a positive impact on retention, representation, and success of students with a range of protected characteristics.

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 National Equality Outcomes and the actions derived from these will enhance services and improve the lives of staff and students.

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 and its appendices.

12. 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).

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DMS
15.09.23