

2021
To
2026



People Strategy

Glasgow Kelvin College



123 Flemington St
Glasgow
G21 4TD

T: 0141 630 5000
E: info@glasgowkelvin.ac.uk

Introduction

Glasgow Kelvin is a College located in the heart of the communities of North and East Glasgow ... which believes in its Vision, 'Transforming Lives Through Education' and in the strength of its shared Ethos and Values.

In delivering our People Strategy we will build an organisation that thrives through our Strategic Objectives. Nurture a culture of innovation, collaboration, inclusion and teamwork to deliver excellence and realise ambition through our people.

Our People Strategy for 2021-26 'build an organisation that thrives' clearly states that the core strength of our College is our people. Attracting the best staff to work for Glasgow Kelvin College and with the communities that we serve will assist us in delivering our strategic priorities in Transforming Lives Through Education and in ensuring we provide a consistent excellent learner journey for our students. Investing in all our people across our managerial, teaching and support services will ensure we create a true Glasgow Kelvin inclusive community team and a sustainable College.

We will continue to create and maintain an environment that attracts and retains the best staff and has in place the conditions and structures to enable all of our staff to fulfil their career ambitions in a College that is not only 'right' for them, but also challenges them and supports their personal and professional development.

Our staff want to succeed, and the College will work with them to achieve their objectives in a progressive, collaborative and healthy environment.

Strategy Purpose:

Our People Strategy sets out five inter-related strategic objectives, which will support the delivery of our overall strategic ambitions contained in our Strategic Plan and will further embed our ethos and values.

Our Aims



Attract and recruit the best staff representative of an agile and diverse workforce:

Recruiting the best staff is a key driver of future success of the College. Glasgow Kelvin aspires to be an employer and partner of choice delivering a high quality service to create a sustainable future. To achieve this ambition we must continue to attract talented and capable staff in management, teaching and support areas



Develop and support our staff to fulfil their potential and meet their career aspirations:

The core strength of the College is its people. Training, developing and supporting our staff to achieve their career ambitions and the strategic objectives of the College is crucial



Retain and reward our staff through recognising their contribution in the delivery of the College's priorities:

We want to create an environment in which our staff can grow and succeed and where they can see (and are rewarded for) an alignment between their overall contribution and the success of the College



Promote and secure excellent leadership and management:

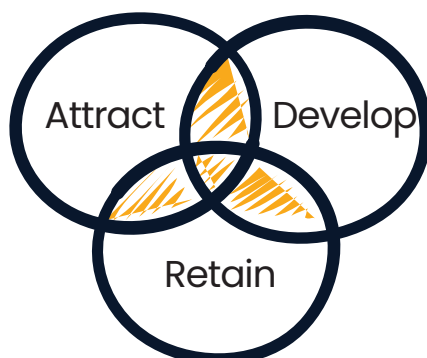
Our mutually supportive team of leaders and managers will create an environment where our staff and students achieve success. As a result, the College continues to grow and meet our strategic priorities.



Create and maintain a progressive, collaborative and healthy working environment:

Create a progressive, collaborative and healthy working environment which is beneficial to both the staff and student experience

3



Our Ethos and Values

Performing to the highest standard to lead and deliver enterprise, progression and excellence.

Professionalism

Doing the right thing in an honest, ethical and transparent manner.

Integrity

Fostering the development of new ideas and implementing innovative solutions.

Creativity

Creating a collaborative and inclusive environment which inspires and supports everyone to do their best to achieve individual, team and College goals.

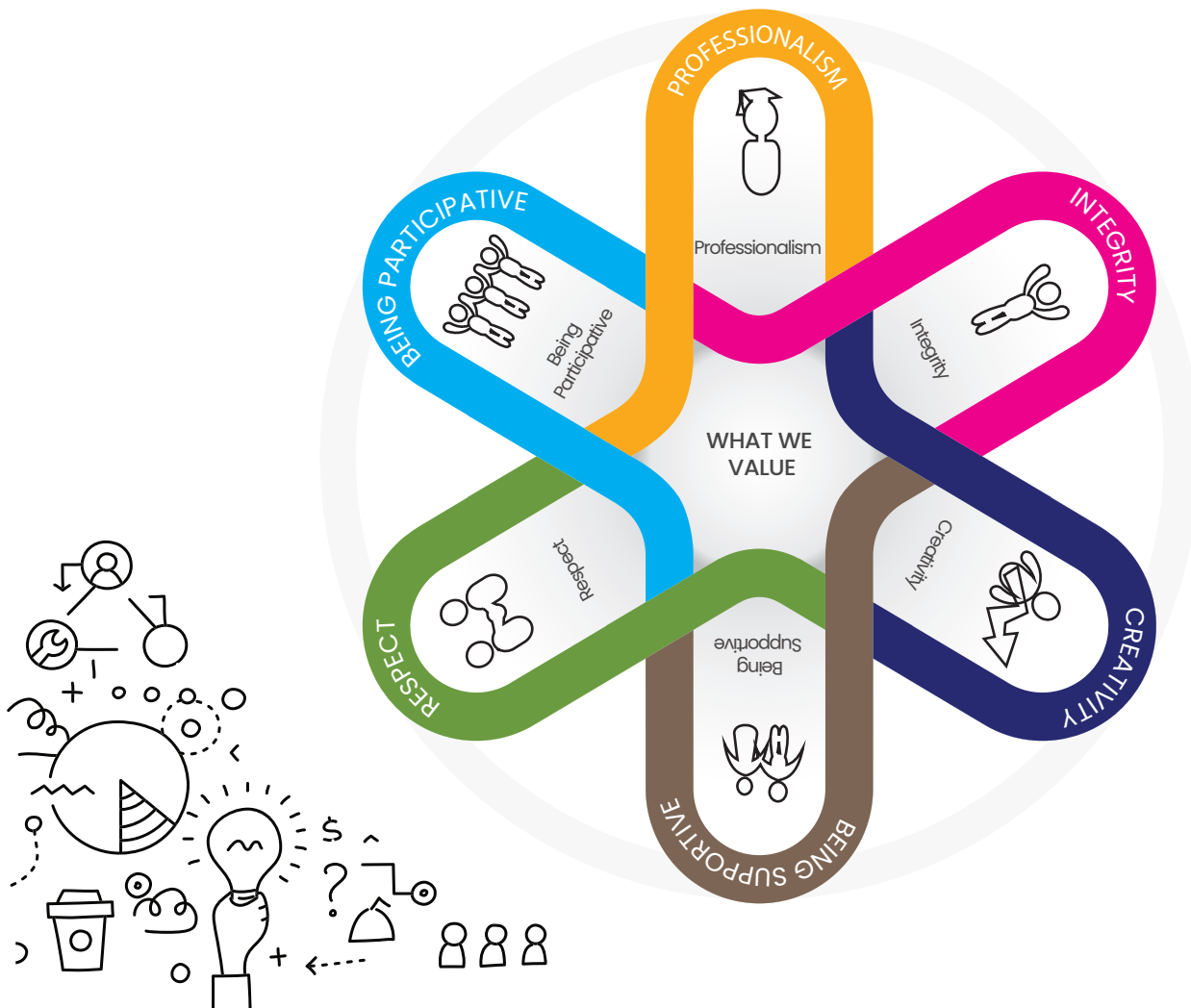
Being Supportive

Demonstrating a commitment to listening, understanding and appreciating the views, needs and aims of others.

Respect

Encouraging working together and investing in College life.

Being Participative



Strategic Priority 1.

We Will

Nurture a culture that helps individuals thrive

Ensure our recruitment approach attracts the best talent and reflects equality and diversity within our workforce

Ensure staff are clear about what is expected of their roles(s)

Promote a healthy working and learning environment and help our staff to achieve a work life balance

Achieve an agile and flexible workforce which meets the needs of the College and the individual

Invest in an individual's personal and professional development

Promote a culture of inclusion, health and safety and wellbeing to ensure staff take individual responsibility for their conduct

Recruit and promote staff in a fair, robust, transparent and consistent manner

Key Measures

Key measures of success/impact

Number, diversity, and quality of applications, appointments and time taken to complete process (statistics)

All staff complete the induction programme for new entrants or promoted staff (statistics)

All staff undergo performance monitoring and participate in departmental planning processes (Professional Development Review)

Achieve the Healthy Working Lives Silver Award

Overall staff engagement and participation in staff development days and development opportunities (statistics)

All staff undergo a professional development review (statistics)

Increase the percentage of staff completing online training modules (statistics)

Increase the diversity of our workforce in particular at managerial level (workforce profile)

Absence percentage rates (in particular those related to stress and wellbeing) Employee Assistance Provider (statistics and EAP statistics)

Participation in wellbeing interventions (statistics)



STRATEGIC PRIORITY 2.

We Will

Nurture a culture that facilitates organisational growth

Celebrate the success of our staff

Ensure all staff have a voice and the opportunity to contribute to the direction of the College

Maintain productive working relationships with our Trade Union representatives

Ensure our structures and role profiles are flexible, responsive and fit for purpose aligned to our Transformational and Renewal (T and R) Plan

Develop future leaders delivering effective succession planning

Empower our staff to become influential in their specialist field and encourage them to share their knowledge externally and internally through our staff development days

Key measures

Key measures of success/impact

Staff receive recognition for the contribution to the achievements of the College and our students (statistics)

Staff utilise the online consultation tool and openly enter into dialogue at the Principal's presentations (statistics)

Up to date Recognition and Agreement Procedures, consultation protocol is implemented and 24 Joint Negotiating and Consultation Committees [informal and formal] take place per session

Align structures and role profiles with our T and R Plan report
Implement a coaching and mentoring system (established scheme)

Secure opportunities for industrial placements with partners (number of staff)

Staff turnover rates

Number of staff achieving teaching and professional qualifications (statistics)



Strategic Priority 4.

We Will

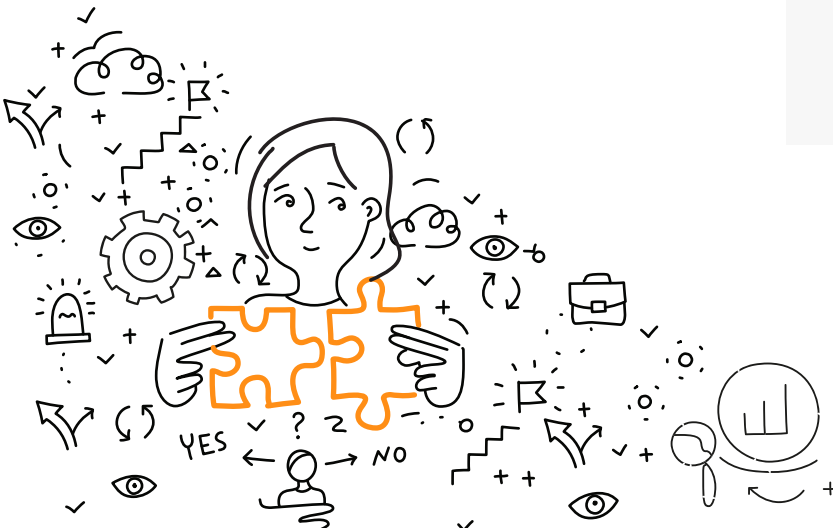
Nurture a culture which embeds Equality, Diversity and Inclusion

- Encourage collaborative working and respect between functions
- Ensure all College activities reflect the key principles of our values and equality and diversity to create an inclusive organisation
- Progress our Equality Outcomes in partnership with our internal and external stakeholders
- Listen to our staff and students to enable them to feedback and influence the development of our policies, procedures and practices
- Tackle gender based violence, harassment, discrimination and victimisation
- Provide job satisfaction and security for all staff
- Support staff with health problems including mental health problems or poor well-being to enable them to remain in and thrive through work

Key measures

Key measures of success/impact

- Staff will engage in opportunities to work on cross College initiatives (statistics)
- All operational plans will embed our values and equality and diversity (Operational Plans)
- Equality Outcomes Progress Report
- Student and staff surveys, focus groups and JNCC
- Report and Support online reporting tool (statistics)
- Reduction in use of fixed-term contracts (statistics)
- Reduction in the pay gap for ethnic minority staff and those staff with a disability (pay audit)
- Internal and external benchmarking (data)
- Increase diversity profile of internal staff promoted (monitoring)
- Develop our Mental Health Strategy and incorporate mental health core standards and measures to reduce stigma and improve mental health (increase in disclosure rates)



Strategic Priority 5.

We Will

Nurture a culture that works with partners to achieve ambitions

Work collaboratively with our managers to tailor their workforce profile to deliver our curriculum to meet the diverse needs of our communities and partners

Enhance our position as the service provider of choice through designing a curriculum that meets the needs of our partners and delivering it through our skilled, experienced and talented workforce

Deliver opportunities for effective cross partnership working and mutual benefit to build on each other's success

Create opportunities for our staff to build resource capacity through robust curriculum development aligned to the needs of the labour market

Key measures

Key measures of success/impact

Regional Outcome Agreement (achievement of targets)


Feedback from external partners (Curriculum Operational Plan)

Student enrolments, retention and attainment rates

Student Satisfaction Survey

Opportunities for partnership working and collaboration (Operational Plans)





At Glasgow Kelvin College we are fortunate to have such a talented, skilled and dedicated team and we enjoy a well-deserved reputation for the support we provide to our communities, employers and students we serve.

Our People Strategy is owned and delivered throughout the College and leaders and managers will play a key role in its delivery – guided by the annual strategic and operational planning process. Each Operational Plans will be developed with specific objectives, activities and success measures. We will also develop our understanding of how the specific success measures contained within our People Strategy impact on our wider measures of organisational success (for example student satisfaction, retention and achievement) to inform the HR and OD annual implementation process and our operational planning process.

Our Human Resources (HR) and Organisational Development Operational Plan and support will be aligned to assist the senior management team in delivering their objectives that relate to people management. Alongside the implementation of the People Strategy HR Department will also continually ensure we get the basics right across the range of services we deliver and offer timely support, guidance and training to managers and our staff across the College.



