Item 11

For Approval

Glasgow Kelvin College

Board of Management – Meeting of 7 June 2021

People Strategy – 2021 - 2026

Report by Director of Human Resources

1. Introduction

Members will be aware that the College undertook a consultation exercise to develop a People Strategy to support its Strategic Plan 2021 – 26 and provide a high level framework to steer operational workforce planning.

The purpose of this report is to highlight the key areas of the document and seek approval from the Board of Management for the College's People Strategy 2021 – 26.

2. People Strategy 2021 – 26

The People Strategy 2021 – 26, attached as Appendix 1, sets out five inter-related strategic objectives, which will support the delivery of the College's overall priorities contained with its Strategic Plan and will further embed its ethos and values. At a strategic level, the key areas incorporated in to the Strategy aim to have a positive impact on staff and the organisation as a whole for the benefit of students and local communities.

The Strategy clearly states that the core strength of the College is its people and sets out where it wants to be as an organisation and employer moving to 2026 and beyond.

It draws together strategically all that the College is doing to meet its strategic objectives to:

Nurture a culture:

- that helps individuals thrive
- that facilitates growth
- of professionalism and continuous development
- which embeds equality, diversity and inclusion
- that works with partners to achieve ambition

The 'People Aims' within the Strategy focus on continuing 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.

The attached document will presented in an appropriate design format and officially launched at the start of academic session 2021/22.

A range of key measures of success and/or impact have been identified to assist the College assess its progress in achieving its ambitions.

3. Resource Implications

No resource implication identified as a result of this item.

4. Equality

There are no equality issues identified as a result of this item.

5. Risk and Assurance

There are no risks have been identified as a result of this item.

6. Data Protection

There are no data protections issues as a consequence of this report.

7. Recommendations

Members of the Board of Management are recommended to:

i) note the content of this report and its appendix;
ii) approve the People Strategy 2021 – 26; and
iii) note the document will be presented in an appropriate design format and be launched in academic 2021/22.

8. Further Information

Further information on the content of this report can be obtained from Doreen Shiels,Director of Human Resources at dshiels@glasgowkelvin.ac.uk.

Appendix 1

Glasgow Kelvin College

Our People Strategy

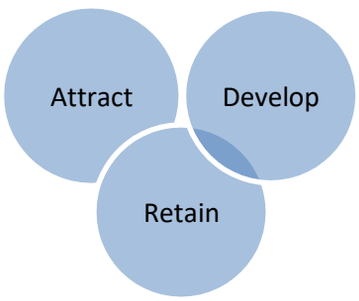
'We will attract, develop and retain the best talent'

2021-2026

Document Control Information	
Reviewed by the Board of Management	07 June 2021
Date of Next Review:	30 June 2026
Approved by the Board of Management:	07 June 2021 - TBC

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 five Strategic Objectives. Nurture a culture of innovation, collaboration, inclusion and teamwork to deliverexcellence and realise ambition through our people.



Aims of our People Strategy

Our People Strategy sets out five inter-related strategic objectives, which will support the delivery of our overall strategic priorities contained in our Strategic Plan [add link] and will further embed our ethos and values [add link]. The table overleaf sets out our strategic objectives and measures of success.

Our People Aims – we will:

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

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

Retain and reward our staff through recognising their contribution in the delivery of the Colleges priorities

Promote and secure excellent leadership and management.

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

Introduction

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.

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Our Ethos and Values

Our People Strategy plays a critical role in safeguarding the health and wellbeing of our staff which enables us to provide life transforming opportunities to our students creating a health working and learning environment.

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

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

Creativity
Fostering the development of new ideas and implementing innovative solutions.

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

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

Being Participative
Encouraging working together and investing in College life.

Attract

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.

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Develop

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

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Retain

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.

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Excellence in 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.

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Progressive, collaborative and healthy working environment

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

Strategic Objectives

Nurture a culture that helps individuals thrive

We will:

- Ensure our recruitment approach attracts high caliber and diverse candidates
- Ensure staff are clear about what is expected of their roles
- 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 well-being to ensure staff take individual responsibility for their conduct
- Recruit and promote staff in a fair, robust, transparent and consistent manner

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Nurture a culture that facilitates organisational growth

We will:

- 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 of success/impact:

- Number and quality of applications and 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
- Participation in wellbeing interventions

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- 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 Principals 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

Attract 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** The core strength of the College it its people. Training developing and supporting our staff to achieve their career ambitions and the strategic objectives of the College is crucial. ……. **Retain** 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. …….. **Excellence in 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. …… **Progressive, collaborative and healthy working environment** Create a progressive, collaborative and healthy working environment which is beneficial to both the staff and student experience.	**Strategic Objectives** **Nurture a culture of professionalism and continuous development** We will: - Equip our staff with the confidence to contribute to the development of the College, their department and their own career development - Develop and encourage our staff to become leaders and build, develop and nurture a multi-skill workforce and culture - Create a staffing structure and systems that provide resources to enable staff to embrace digital technologies and new innovations for enhanced service delivery and effective working practices - Enable our staff to manage effectively their own continuous professional development utilising the benefits of a digital environment - Integrate the Professional Standards for Lecturers (PSL) in Scotland's Colleges into our Human Resources and Organisational Development systems and processes - Deliver efficient, effective, high performing and impactful services for our students, employers and communities …….. **Nurture a culture which embeds Equality, Diversity and Inclusion** We will: - 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	**Key measures of success/impact:** - Design and implement a Continuous Development Log to enable staff to maintain their own CPD record- statistics - Design and implement a robust management development programme – established programme - Train additional staff in Continuous Improvement (CI) and deliver CI projects – statistics - Design and implement online training modules – established programme - HR and OD systems demonstrate the integration of the PSL in Scotland's Colleges - audit of systems - Design and implement a performance management and development process to continually improve service delivery- statistics …… - 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 group and JNCC - Report and Support online reporting tool – statistics - Reduction in use of fixed-term contracts - Reduction in the pay gap for ethnic minority staff and those staff with a disability - Internal and external benchmarking - Increase diversity profile of internal staff promoted

Attract

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Strategic Objectives

Nurture a culture that works with partners to achieve ambitions.

We will:

- 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 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.