

Glasgow Kelvin College
Finance and Resources Committee Meeting of 10 March 2026
People and Culture Services Update
Report by Assistant Principal 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

NRPA Reform

Members will recall that College Employers Scotland (CES), working in partnership with the recognised trade unions and the college sector, undertook the development of a revised NRA/NRPA document. Following extensive discussion, a mutually acceptable position was reached with the trade unions on the proposed revisions to the NRPA, to the satisfaction of all, avoiding the need for any party to resign.

The revised NRPA for the College Sector was presented for ratification in December 2025 and ratified at the Central Committee. A copy of the final document is attached as **Appendix 1**. The revised NRPA took effect from 1 March 2026. Members are recommended to note the revised NRPA.

EIS-FELA

Discussions are still ongoing between College Employers Scotland (CES) and the EIS regarding the implementation of [Circular 04/18 – Transfer to Permanency](#)

Members will be provided with an update on this matter and the joint referral made by Kelvin College and its local EIS-FELA representatives when this is available.

Teaching Staff Pay Claim

CES has received the EIS-FELA pay claim. At the time of writing this report an extraordinary meeting to discuss the claim had been scheduled for 6 March 2026. A verbal update will be provided at the Finance and Resources Committee meeting.

Support Staff – Job Evaluation

A joint communication on the status of Job Evaluation was added to the Latest News section on the NJNC website. There are a number of key activities being progressed since the last update was provided to staff.

The College shared the link to the latest update with its support staff. The communication from College's Employer Scotland can be accessed on [Latest News](#).

Policy Working Group Update

Members will recall that work on a Grievance Policy is now complete. The Policy Working Group is currently finalising the model Procedure. The College will implement the National Grievance Policy once the Circular is issued and compare the model National Grievance Procedure against its local Procedure to ensure that it meets the standards set.

2.1.2 Local

UNISON and EIS-FELA

Members will be aware that the College and its recognised trade unions meet regularly as per an agreed schedule, with six formal and six informal JNCC meetings held with both EIS-FELA and UNISON.

The scheduled meetings with EIS-FELA and UNISON, attended by the full-time UNISON Scotland representative, are currently taking place.

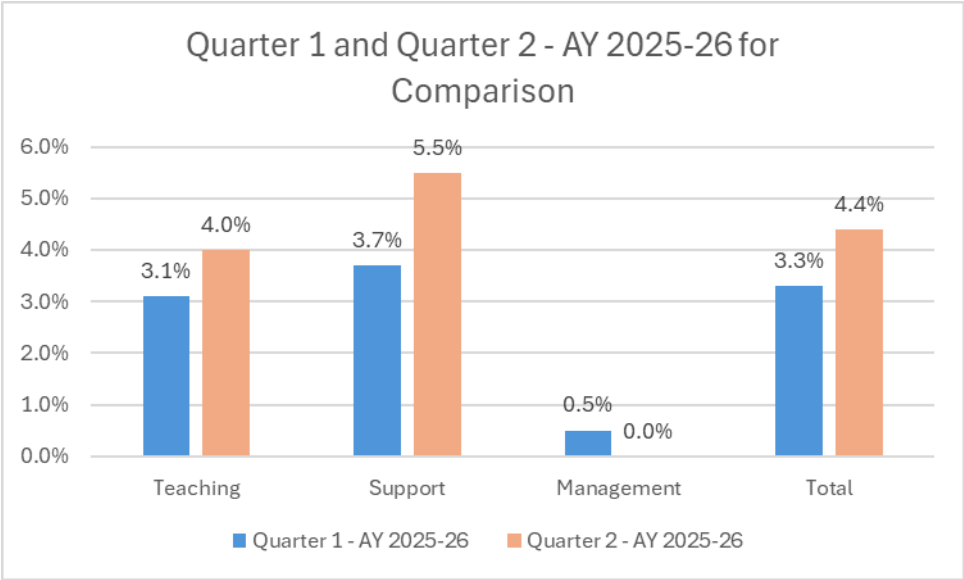
Employment relations with the College's recognised Trade Unions remain positive and good progress is being made regarding local matters, such as the review and development of policies and procedures.

2.2 Attendance Management

The attendance and absence information for the College is split into three main staff groups represented in the College workforce. The allocation is Teaching Staff, Support Staff and Management.

Graph 1 below shows the absence statistics for three staff groups for Quarter 1 and Quarter 2 (1 August 2025 to 31 January 2026) for Academic Year (AY) 2025-26 for comparison. The absence rate for both support and teaching staff shows an increase, with a significant increase in relation to support staff. The absence rate for the College increased by 1.1% in Quarter 2.

Graph 1

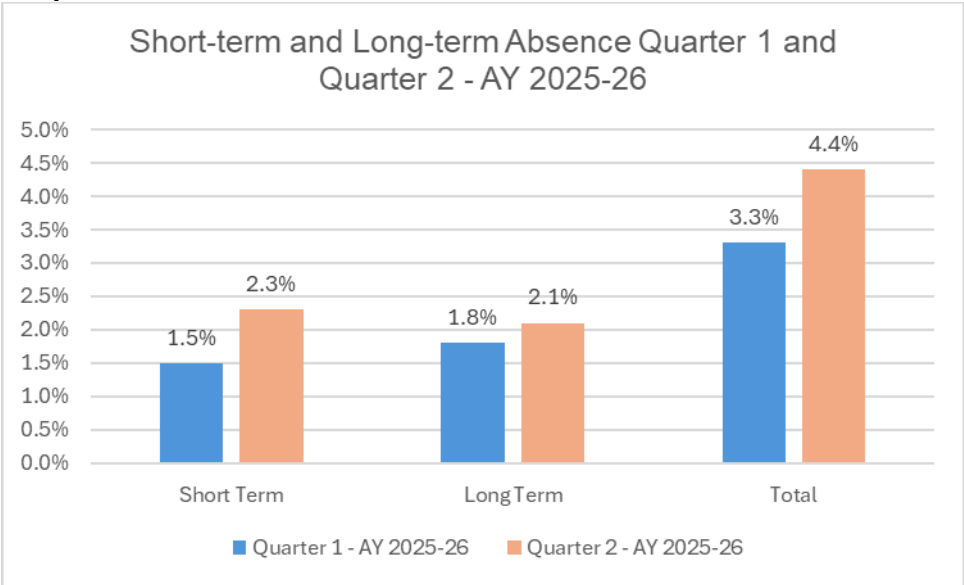


Graph 2 below shows the data for short-term and long-term absence for Quarter 1 and Quarter 2, AY 2025-26. The data shows that the absence rates for both short-term and long-term absences have increased.

The total absence rate for the first six months of AY 2025-26 is 3.8%. The direct cost of sickness absence to date is £323,076.

The College HR Team has delivered development sessions for managers in managing sickness absence and the feedback has been positive.

Graph 2



2.3 Values Refresh

Members will be aware that the College launched its refreshed values in January 2026. A comprehensive programme to embed these values and associated behaviours is now underway, ensuring they become fully integrated into the College's processes, systems, and everyday ways of working. This structured approach is designed to enhance visibility, strengthen consistency of practice, and ensure the values are clearly demonstrated across the organisation.

In parallel, the College is developing a new Leadership and Management Framework, which is outlined in detail in the following section. The College Values Ambassadors will play an active and meaningful role in shaping this framework, helping to ensure strong alignment between leadership expectations and the refreshed values.

3. Organisational Development

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

This section provides an update on two key areas:

- Appointment of a fixed-term Organisational Development Manager
- Staff Development Day

3.1.1 Organisational Development (OD) Manager (fixed-term appointment)

The College has appointed an Organisational Development (OD) Manager on a fixed-term, part-time basis to design and support the implementation of a consistent, values-led approach to leadership, management, and organisational development. The postholder brings substantial experience from within the College sector, having previously held a senior Head of HR and OD position at Dundee and Angus College. They are highly regarded both within the College and across the wider FE sector, with a strong track record in organisational development and active contributions to sector-wide initiatives in partnership with bodies such as GTCs, CES and CDN.

Key areas of focus for the OD Manager include:

- Development of a comprehensive Leadership and Management Framework
- Creation of leadership and management development programme aligned to the College Values and the competencies set out in the Framework
- Establishment of a Future Leaders Programme and online training pathway
- Evaluation of the revised induction process for new staff and development of an enhanced induction for managers and supervisors
- Revision and enhancement of the Professional Development Review process
- Progression toward the establishment of a Learning Academy

The appointment will:

- Support delivery of the College's Strategic Plan 2030 and its ambitions
- Strengthen leadership and management capability across the College
- Improve consistency, fairness, and confidence in management practice
- Build staff progression pathways and future leadership capacity
- Enhance the experience of new entrants and newly appointed managers
- Embed a coherent, values-led learning culture
- Reduce reliance on ad-hoc or externally commissioned development activity

This work is expected to deliver long-term organisational benefit beyond the duration of the appointment.

3.1.2 Staff Development Day – 11 March 2026

At the time of writing this report a Staff Development Day is scheduled to be delivered on 11 March 2026 as part of the College's commitment to continuous professional development (CPD). The event aims 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 [Schedule of Events](#) covers a wide range of topics from the 9th to 12th March, with a full day of activities being delivered on campus on Wednesday 11 March 2026. The onsite event provides staff with an opportunity to interact with colleagues and participate in some of the well-being and fun sessions available.

Some of the sessions will be delivered to specific groups whilst others will be openly available. Many of the sessions will be recorded and a link to the recordings will be provided to staff who are unable to attend on the day due to work or other commitments.

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:

- Radiant and Brighter – Race Equality
- LGBTQ+
- Equality, Diversity and Inclusion

4.1 Radiant and Brighter

Members will be aware that the College is working in partnership with a company called Radiant and Brighter. The company undertook a range of activities with

staff and students during AY 2024-25 and AY 2025-26 with the aim of shaping an Antiracism Action Plan for the College.

Radiant and Brighter, have produced a report for the College, titled Moving from Identifying to Understanding Racism, Exploring Antiracism at Glasgow Kelvin College. A meeting to discuss the findings of the report is scheduled for 19th March 2026. The report makes five recommendations and proposes next steps which will inform the development of an Antiracism Action Plan for the College. The Action Plan aims to further reinforce the College's focus on anti-racism and promote inclusive practices within learning and working environments.

4.2 LGBT+ Charter

Members will recall that a key milestone for the College will be the LGBT+ Youth Charter Bronze Award. The College is on track to complete the Charter by the end of March 2026.

The achievement of the award will mark a significant achievement in the College's ongoing work to support LGBTQ+ students and staff.

4.3 Equality, Diversity and Inclusion

The College Equality and Inclusion (EDI) Lead has continued to work closely with students and staff across all three campus buildings, delivering a wide range of activities that support its equality, diversity, and inclusion priorities. The postholder continues to facilitate tailored information sessions for staff teams and in-class workshops for students, as well as running topical pop-up events throughout the campuses to promote awareness and engagement.

In addition, the EDI Lead has played a key role in organising and supporting multiple EDI projects and activities, helping to strengthen the College's inclusive culture and ensure ongoing collaboration across its communities. For example, the College hosted a joint student event with New College Lanarkshire (NCL) to celebrate International Day at its East End Campus. The College also launched its Welcome Walls across its campuses. The College plans to be involved in the Show Racism the Red Card campaign. This campaign will involve staff and students and is the first of a number of educational campaigns that the People and Culture Team are planning.

5. Resource Implications

There is a resource implication identified as a result of this report associated with the cost of funding future Nationally negotiated pay awards, in excess of Public Sector Pay Policy, and with National Job Evaluation.

6. Impact on Students

The training and development for staff outlined in section 3 aim 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 continue to 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, Assistant Principal, People and Culture at dshiels@glasgowkelvin.ac.uk