City of Glasgow College

Board of Management

Students, Staff & Equalities Committee

Date of Meeting	**Wednesday 24 October 2018**
Paper No.	**SSEC2-F**
Agenda Item	**9**
Subject of Paper	**People & Culture Strategy: Outturns Report 17-18**
FOISA Status	**Disclosable**
Primary Contact	**Stuart Thompson, VP Finance & HR** **Paul Clark; College Secretary/Planning**
Date of production	**October 2018**
Action	**For Discussion and Decision**

1. Recommendations

1. To review and endorse the report for consideration by the Board of Management, subject to any agreed changes.

2. Purpose of Report

2.1 The purpose of this paper is to provide the Committee with an opportunity to review the People & Culture Strategy Initiative Outturns Report for 2017-18, and provide development direction as appropriate.

3. Strategic Context and Key Points

3.1 In 2017, the College developed and approved five Supporting Strategies to deliver the 2017-25 College Strategic Plan thus:

- Student Experience
- People and Culture
- Corporate Development
- Systems Integration
- Sustainability

Each strategy is owned by a member of the Executive Leadership Team.

3.2 These strategies were aligned with the College priorities, and mapped against the strategic aims within the College Strategic Plan, as a crucial element of the College's planning framework.

3.3 Each Supporting Strategy includes a set of initiatives developed by the Strategy owners in collaboration with the Performance Director and guidance for EFQM . The initiatives include a range of actions (with owners), with benchmarks, measures, and targets set against a yearly target to 2020. It is these yearly targets that enable the Board and its Committees to monitor the progress of strategy delivery over the longer term.

3.4 The Supporting Strategies therefore provide line of sight from Strategy to Delivery, and the Outturns Reports help to inform the Board as to the required strategic focus and further action to ensure successful delivery.

3.5 The Performance Remuneration and Nominations Committee agreed (in May 2018) an initial set of outturns targets relating to each of the supporting strategies, to be reviewed by the Board in October 2018.

3.6 At its Planning Day on 10 October 2018, the Board of Management agreed that the outturns reports from each of the strategies be reviewed by each Committee in turn, according to their areas of responsibility, and the governance of strategy proposals approved by the Board in February 2018.

4. Impact and Implications

4.1 The effective delivery of strategy is a primary function of the Board of Management, and the executive leadership of the College, with clear implications in terms of potential impact upon College students and staff, as well as the College's wider reputation.

4.2 All five supporting strategies have a potential strategic impact upon the College and the achievement of all eight strategic priorities. This includes matters relating to the student experience, attainment, financial sustainability, development, legal compliance, assurance in governance, and the range of systems and processes required across the College to deliver these strategic imperatives.

Appendix:

People & Culture Strategy: Outturns Report 2017-18

College Supporting Strategies: Outturns vs Targets to 2020
People and Culture Strategy

Update

The College has made good progress towards achieving the 2020 strategic targets. The only area with limited progress in 2017-18 is significantly increasing the percentage of managers above the minimum level of management and leadership training.

The current implementation of the leadership reorganisation and the associated training programme with substantially increase the percentage of managers above the minimum level of management and leadership training. The implementation of the leadership reorganisation will also provide a valuable insight into the potential of staff currently unsuccessful in gaining a promotion, skill and training gaps and therefore identify areas of risk in achieving a comprehensive succession plan.

People and Culture Strategy					
College Initiative	**Initiative Outcome**	**Measure Description**	**Target to 2020**	**2017-18 Outturn**	**RAG**
Staff Recruitment	Employee Journey	Integrate College values and streamline the recruitment process	Reduce average time to recruit new staff to 25 working days.	33 days	
		Culture change to embed excellence	Improved overall College performance.	Achieved improvement in FT HE student success Achieve £774k operating surplus	
		Deliver a robust Leadership and Management Development programme which reflects the College culture and ways of working	All managers to receive an agreed minimum management training. 100% of Managers at minimum level	28% of manager above minimum level. Online mandatory training in place. Training plans in place for majority of managers.	
		Introduce a recognition scheme to reward team and individual	Annual staff recognition and award ceremony. Implement a formal staff	Annual award ceremony in place. Further discussions on formal staff	

		achievements	feedback, suggestion and improvement scheme.	feedback and recognition process.	
		Implementation of a succession plan	Succession plan in place for all SMT posts. Agreed training plan for management posts.	Majority of SMT posts will be new appointments. Leadership reorganisation implementation will identify future potential.	
Engaged Staff	Staff Engagement	Improve and promote staff wellbeing	Increase satisfaction percentage for wellbeing in annual staff survey; 70%	40%	
		Staff Satisfaction	Increase satisfaction percentage in annual staff survey 80%	57%	
Fairness, Opportunity and Respect	Staff ED&I	Equality and opportunity for all staff	>80% Average positive response to staff outcomes.	79.7% balanced (63.7% with single entry %s included)	
			60% completion of staff ED&I digital badge	40.3% at Oct '18 (from 34% in Oct '17)	
			Reduction of gender pay gap by 10%	11.69% (13.98% in 2015)	