



**South
Lanarkshire
College**

East Kilbride

Human Resources
Committee
May 2017
Appendix I

South Lanarkshire College Workforce Planning Strategy 2017-2022

14th March 2017

The right people
in the right place
with the right skills
at the right time



Vision, Mission & Ethos

Vision

To be Scotland's leading provider of college education and training

Mission

To ensure learners are well prepared for the future by developing their skills, knowledge and understanding in a high-quality learning environment

Ethos

We believe in:

- Promoting equality and diversity
- Being passionate about our work
- Continual improvement
- High achievement
- Listening and acting on feedback
- Sustainability
- Community and social value
- Promoting health and safety
- Innovation



Platinum
Until 2019



Health &
Wellbeing
Award



Message from the Principal and Chief Executive

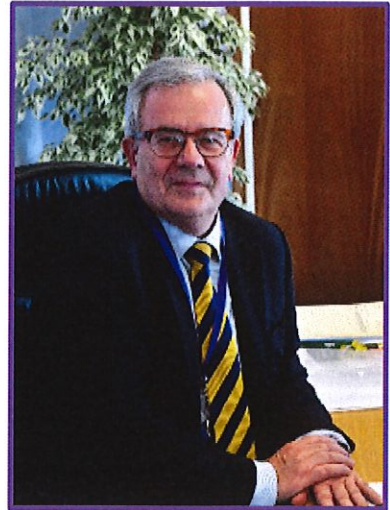
South Lanarkshire College is committed to enhancing the learning experience of our students. Our commitment to this is embedded in our vision, mission and ethos and set out in our 2014-2020 Strategic Plan.

Our employees bring together a wide range of knowledge, experience, skills and talents and we are committed to supporting and developing them as they progress their careers.

In this Workforce Management Strategy, we have set out how we plan to ensure that we have a workforce that can ensure that learners are well prepared for the future by developing their skills, knowledge and understanding in a high-quality learning environment.

It also sets out the steps that we will take to anticipate future workforce needs based on legislative requirements, evidence of change in demographics and the impact on national bargaining.

It is also recognised that workforce planning and workforce development needs are emergent and have ensured that this is embedded within our operational planning processes.



Stewart McKillop MA (Hons) Dip Acc Ed

Principal and Chief Executive

February 2017

1.0 Introduction

South Lanarkshire College is committed to attracting, recruiting, motivating and engaging staff that can then be supported, developed and thereby retained to ensure that the right and the best people deliver high quality learning to our students. This document sets out the College's approach to delivering the Workforce Planning strategy. It outlines the demographics of our workforce and the actions that will enable the College to achieve high-quality learning for students. Our student attainment rates are amongst the top in Scotland across all modes of delivery and rising. The high proportion of students attaining a qualification reflects our passion for doing our very best in everything.

The aim of this workforce strategy is to support delivery of the 2014-2020 Strategic Plan and 20/20 Vision. During a time of considerable change within the College sector it is vital to the achievement of success to have arrangements in place which show how the workforce will be supported and developed.

The College is one of two within the Lanarkshire Region, the other being New College Lanarkshire.

The commitment to staff is reflected in the College's Investors in People accreditation. The College first achieved Investors in People accreditation in 1997 and has continued to maintain recognition since. In 2010 the College achieved Gold status which was retained again in 2013. In 2016 South Lanarkshire College became the first College in the UK to achieve Platinum status.

Equality is embedded within the ethos of the College and aims to promote equality, diversity and inclusion in all activities. The commitments set out in the Strategic Plan and the approach developed in the Workforce Planning Strategy are designed to encourage a culture which promotes equality, values diversity and are fully inclusive. The College is an Investor in Diversity, a Leader in Diversity and also a Disability Confident Employer.

This document is available in large print and other alternative formats. We can also provide information on language translation.

To arrange to meet with a member of the Equality team to explain any parts of this document that may be unclear or to request an alternative format please contact: -

HumanResources@slc.ac.uk

or in writing to:

Equality Officer

South Lanarkshire College

College Way

East Kilbride

G75 0NE

Tel: 01355 807780

2.0 Strategic Plan

The strategic direction of South Lanarkshire College is set by the Board of Management which currently has sixteen members including two staff members, a student member and the Principal.

The current 2014-2020 Strategic Plan and 20/20 Vision was developed to link with the requirements for future education and training to develop the economy, the Scottish Funding Council Regional Outcome agreement process, Scottish Government priorities and national arrangements for quality assurance and improvement. The strategic priorities for South Lanarkshire College are: -

- To have satisfied students
- To deliver effective skills training
- To promote sustainable behaviours

Environmental Context

The 20/20 Vision was developed with consideration to the environmental factors that directly influence the College such as; population demographics; employment trends; employer requirements; student profile; views regarding what people want from college education and Skills Development Scotland information. Feedback was taken from employers, businesses, various voluntary and other organisations, our community planning partners and South Lanarkshire Council. Further information about our operating environment is published in the Lanarkshire Regional Outcome Agreement.

The 20/20 Vision also takes account of the challenges that have faced the local South Lanarkshire economy which has seen a significant negative trend in recent years. Despite encouraging signs of recovery, issues remain to be addressed in relation to the local business base, economic development infrastructure and the skills of the population. South Lanarkshire Council established an economic taskforce within East Kilbride to address specific problems within the area which the College attends. The Council has also developed the South Lanarkshire Partnership Sustainable Economic Growth Board to draw key partners together and actions to help reverse the downward trend in the South Lanarkshire economy.

South Lanarkshire Council reported in their Economic Strategy 2013-2023 that the employment rate in South Lanarkshire was steadily increasing. The latest employment rate showed 73% of those aged 16 to 64 were working, which was above the Scottish rate of 70.7%. However, it is also noted that there has been a significant fall in employment amongst the younger age groups, which was down by a fifth, but a rise in older age groups (50+).

The College is committed to supporting South Lanarkshire Council's strategy of promoting growth and prosperity and moving forward positively to helping sustained growth in the South Lanarkshire economy by 2023.

3.0 Our Workforce

As at 28th February 2017, South Lanarkshire College directly employed 326 staff in lecturing, support and the senior management team.



A further breakdown of the workforce at South Lanarkshire College in respect of Gender and Age can be found in Appendix 1.

Learning and Development

As a forward thinking educational establishment, South Lanarkshire College recognises the importance of the continuous learning and development of staff. The College is committed to ensuring that staff development remains at the forefront and all staff are expected to undergo regular training and staff development.

The College sets aside four days each year specifically dedicated to staff training. Staff are also expected to maintain records of their own continuing professional development, in line with the Professional Learning Log system. The College offers a wide range of development opportunities which are delivered in-house or by external providers. There is a strong focus on learning and teaching, ICT and equality incorporated within the staff development days. In addition, there is also an annual All Staff Conference, which all staff are invited and encouraged to attend. This event is a key part of the ongoing development of all College staff, as well as providing useful networking opportunities.

As the continuous professional development of staff is key to the success of the College the Career Review Process aims to enhance staff performance in support of the College’s vision. All staff receive an annual career review to provide them with a structured framework for reflecting on their work. It also provides the opportunity to consider how to develop and progress staff in the future and to identify any training or development that may be required.

The College is committed to ensuring that all teaching staff obtain a teaching qualification. In 2015/2016 the College reported that 92% of staff had undertaken an appropriate teaching qualification. During the 2016/2017 session, the College supported an additional 10 members of the teaching staff through the Teaching Qualification in Further Education (TQFE) certificate.

Equality, Diversity and Inclusion (EDI)

South Lanarkshire College is committed to: -

- eliminating unlawful discrimination, harassment and victimisation
- to advancing equality of opportunity
- fostering good relations

The College aims to ensure that each person who comes to the College is treated fairly and equally.

Staff receive training on EDI as part of their induction to the College and continuously throughout their careers through continuous personal development and specific training on staff development days.

As an Investor and Leader in Diversity, the College actively strives to improve not only with staff and students but will all those who engage with the College: associates, partners, customers, contractors and suppliers.

The College's approach to EDI is led by the Principal who chairs the Equality Group. There have been a number of initiatives over the last 12 months and the College continues to provide a strong focus on EDI through all College events. The College has hosted the annual Health and Wellbeing and Equality and Choices events. These events have a strong focus on EDI and we work in partnership with a number of charities and organisations to promote and increase awareness. The College has been working towards the LGBT Youth Charter Mark during 2016 and became a Disability Confident Employer in October 2016.

The Scottish Funding Council set the ambition that by 2030 no college or university will have a gender imbalance of greater than 75% of one gender. The College has therefore established a working group to ensure that they meet the ambition. The commitment to tackling gender imbalance will also align with our Public Sector Equality Duty, Regional Equality Outcome Agreement and Equality Mainstreaming Report.

Industrial Relations

The College recognises the importance of good industrial relations and effective communication with staff. The College recognises two trade unions, EIS and UNISON and has an established Joint Negotiating Committee to consult on local matters.

National bargaining was re-introduced to the College sector following an absence of 20 years in 2015 and staff pay and terms and conditions of employment are now negotiated at a national level.

Health and Wellbeing

South Lanarkshire College recognises the importance of staff health and wellbeing in the workplace. In 2016 the College was awarded the Investors in People Health and Wellbeing Award in recognition of the best practice shown by the College in this area. The College offers a wide variety of initiatives to staff that focus on improving physical, psychological and social wellbeing and is committed to ensuring that this continues to improve in the future.

The focus on health and wellbeing is further demonstrated in the South Lanarkshire College absence rate which remains below the average for the public sector of 8.5 days per employee (*CIPD Annual Absence Management Survey 2016*). During 2016 the College reported an average of 2.20 days lost per full-time equivalent.

Information Technology

The College believes in continual improvement and being creative and innovative in its approach to developing Information Technology (IT). Our advanced IT systems allow students and staff easy access to information. The College is currently developing a Human Resource System which will provide the HR department, management and staff easier access to HR information. It will have a direct impact on workforce planning in the future and provide accurate management information.

Financial Stability

Delivering financial stability is integral to the sustainability and future growth of South Lanarkshire College. The College met activity levels and produced a small surplus on operations in 2015/2016.

The financial stability of the College directly impacts on staffing budgets and is an important consideration in workforce planning.

As a publicly funded organisation, any changes in government policy in further education will directly impact on the College and may impact on the funding received from the Scottish Funding Council. The impact of BREXIT and the potential loss of European Union Funding is an important consideration for the College.

South Lanarkshire College, therefore, recognises that although workforce planning needs to be grounded on what the College requires it also needs to be able to cope with a change in demand.

4.0 Our Workforce Planning Strategy

The Workforce Planning Strategy is focused on the future. It is intended to be integrated with the College vision, objectives and financial planning arrangements. It focuses on the three strategic priorities: -

1. We aim to have satisfied students
2. We aim to deliver effective skills training
3. We aim to promote sustainable behaviours

Our Vision for the Workforce

The vision for the workforce in South Lanarkshire College is to ensure that it has the right and best people deliver high quality learning to all students establishing a workforce that is innovative, creative, diverse and fully inclusive.

The College recognises that it needs to be adaptable and quick to deal with change in the sector to shape the future of the organisation. To achieve the vision for the workforce, the College will focus on:

- **Recruitment and Retention**

The College recognises that to continue to recruit and retain a workforce with the skills and experience necessary to deliver operational and strategic objectives it needs to respond to changes within the environment. This will mean exploring ways of attracting candidates into specialist areas within the College.

Equality, diversity and inclusion will remain at the forefront of recruitment plans and the College will aim to increase the number of staff from under-represented groups.

- **Skills and Behaviours**

The College sector is an environment of change and the ability to provide visionary leadership which will motivate the workforce to deliver roles effectively during times of change and within the financial and national bargaining constraints is essential to the future of the organisation. The College will strengthen its focus on the skills and behaviours necessary to do this with senior management.

There will also be a focus in the development of line managers to ensure that they can empower and develop teams to demonstrate flexibility, innovation and decision making.

- **Workforce Development**

It is recognised that it is vital to deploy staff in the most effective way whilst retaining talent. The College will undertake workforce planning and organisational design activities to predict future needs and prepare for changes in the composition of the workforce.

The College will develop a succession plan for all management roles that will be fully integrated with the recruitment process, career review process and leadership development. It will link directly with the strategic workforce plan and demonstrate how best to satisfy the future requirements both internally and externally.

By increasing the percentage of teaching staff holding a formal teaching qualification, within the constraints of the staff development budget the College will continue to provide a high quality learning environment to students.

It is also essential that the College continue to deliver a wide range of staff development sessions that continue to develop the staff, within the constraints of the staff development budget.

- **Pay, Reward and Recognition**

The College want to retain and recruit a diverse range of people. Reward and recognition is a fundamental part of this. The College will work to provide the best reward package possible which will recognise the financial climate and fairness across the workforce.

Balancing staffing costs with a fair benefits package in national bargaining is challenging. However, the College recognises that to be competitive it needs to retain the best people and also provide support to those who may need it. The College will continue to work with the local trade unions, the EIS and UNISON and as part of national negotiations.

- **Health and Wellbeing**

The health and wellbeing of staff within the College has always been a high priority. This focus will continue. The College will promote a health and wellbeing agenda that is focused on the diversity of the workforce.

The Workforce Planning Strategy will be supported by an action plan, Appendix 2, which will be implemented with consideration to the emergent needs of the workforce and in response to change. It will be reviewed on an ongoing basis to ensure actions are progressing and are effective. A formal review will take place annually by the Senior Management Team and the Head of Human Resources.

Impact Assessment

To ensure that we are aware of the impact of the strategy on all employees and can address any potential issues for specific groups and individuals, an Equality Impact Assessment (EIA) has been undertaken.

It found that there are no differential or negative/adverse impact in relation to any of the nine protected characteristics (age, disability, gender reassignment, race, religion or belief, marriage and civil partnership, pregnancy and maternity, sex or sexual orientation).

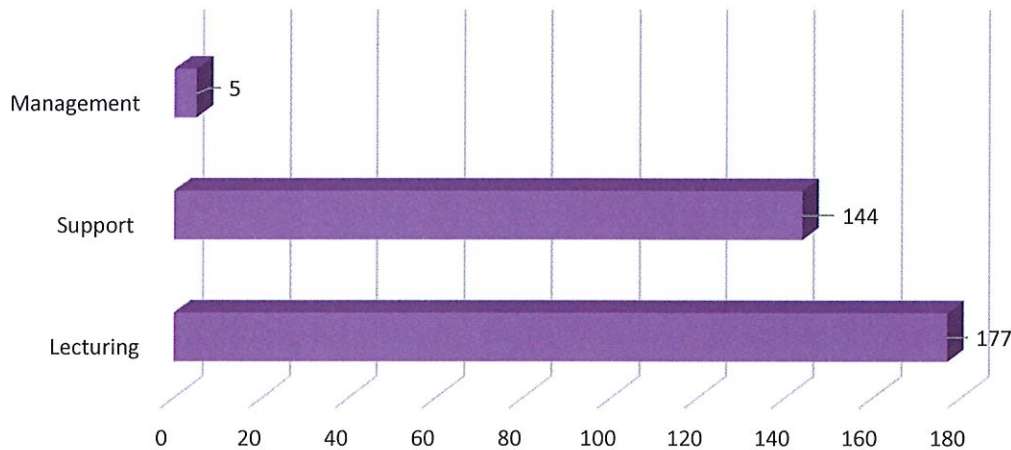
The EIA concluded that the strategy will have a positive impact on all groups as the processes for attracting and recruiting employees to the College and for engaging with and supporting and developing them ensure fairness and equal access to opportunities.

Appendix 1 – Our Workforce

The South Lanarkshire College workforce as at 28th February 2017.

The table below shows the College workforce broken down by category. It demonstrates that there is a split of 44% support, 54% lecturing and 2 % senior management split within the College.

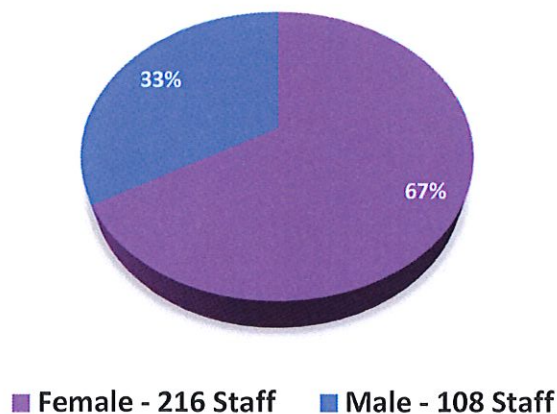
Workforce Category Split



Gender Profile

The gender profile for the College is predominately female, 66% as illustrated in the chart below.

Gender Profile



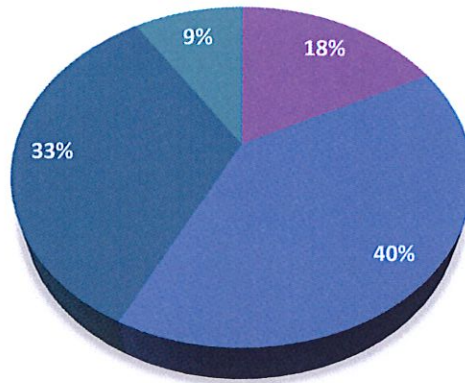
There is a variance between the lecturing and support roles: -

- Support - 74% Female and 26% Male
- Lecturing – 60% Female and 40% Male
- Senior Management Team - 40% Female and 60% Male

Age Profile

The highest proportion of the College workforce is aged 36 to 50, 40%. The age group 51 to 60 is a close second with an average of 33%.

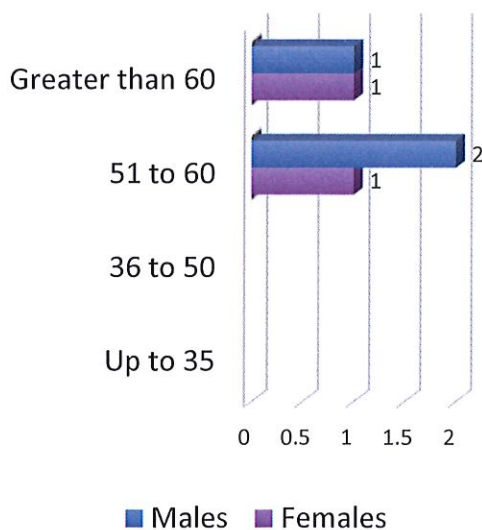
Age Profile



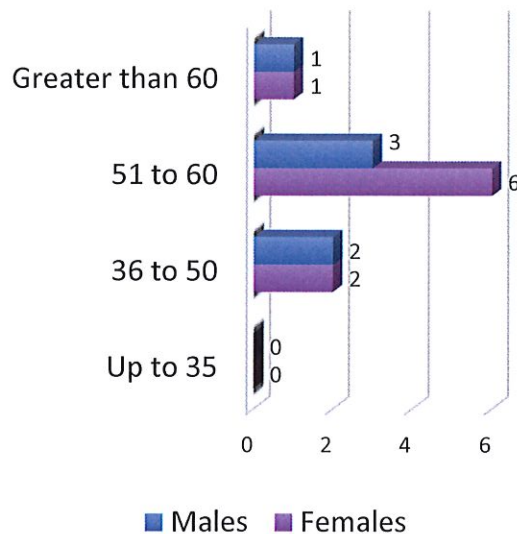
■ Up to 35 - 18% ■ 36 to 50 - 40% ■ 51 to 60 - 33% ■ Greater than 60 - 9%

The table below provides a further breakdown of the senior management team within the College and illustrates that they are aged 51 years and above. The table below for the college management team, which incorporates the senior management team and management from both support and lecturing staff demonstrates that 60% of the college management team are aged 51 to 60. The gender split is 60% female and 40% male.

Senior Management Team Demographics



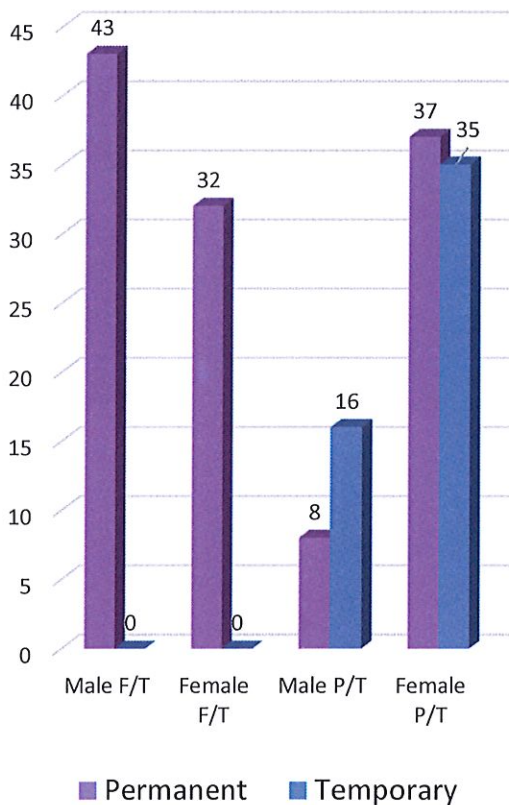
College Management Team Demographics



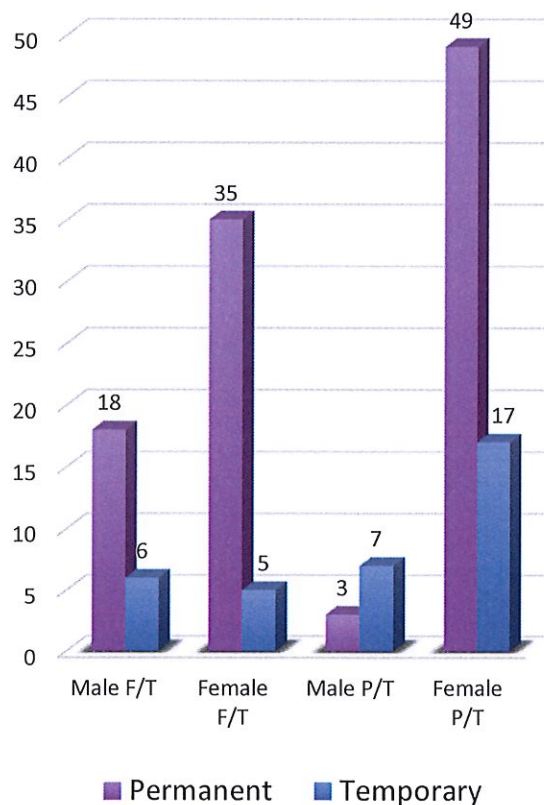
The tables below represent the staff data excluding the college management team and are therefore based on a lecturing headcount of 171 and support headcount of 140. It demonstrates that there is a higher proportion of: -

- Females employed in lecturing than males; 104 females (60% of all lecturing positions) and 67 males (40% of all lecturing positions).
- Male staff employed in lecturing than in support; 67 lecturing (40% of lecturing positions) and 34 support (24% of support positions).
- Female staff employed in support than males; 106 females (76% of all support positions).
- Males with full-time permanent roles in lecturing; 43 males (57% of full time permanent positions).
- Females with permanent full-time positions in support; 35 females (87% of full time permanent positions).
- Females with permanent part-time positions in lecturing; 37 females (42% of all lecturing positions).

**Lecturing -
Employment Status**

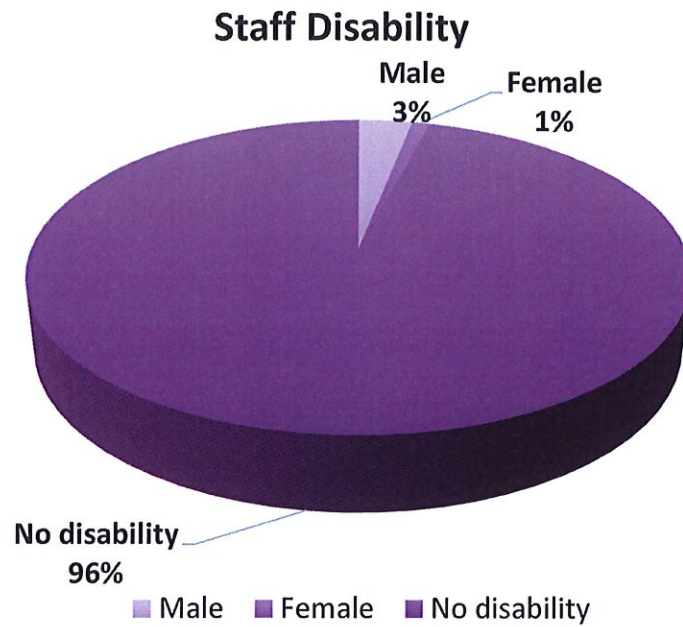


**Support -
Employment Status**



Disability

Overall only a small proportion of staff within the College have reported having a disability, 7% support and 8% lecturing.



Appendix 2 - Action Planning

Our Priorities for the Future

Strategic Plan Reference	Actions	Measure	Timescale
1.1, 1.2, 1.3, 1.5, 3.1	<p>1. Recruitment and Retention</p> <p>1.1 Review effectiveness of current recruitment practice to attract suitable candidates and explore opportunities to target advertising towards specialist roles to ensure that the College continues to recruit suitable staff with the skills and experience necessary to deliver operational and strategic objectives whilst maintaining an awareness of the recruitment budget for the financial year.</p> <p>Responsibility HR/Gender Action Planning Group</p>	<ul style="list-style-type: none"> Recruitment plan to target specialist roles An increase in the number of suitable candidates for all vacancies and specialist roles 	<p>June 2017</p> <p>Ongoing - initial report March 2018</p>
1.1, 1.2, 1.3, 1.5, 3.1	<p>1.2 Examine opportunities for Positive Action in recruitment and promotion to increase the number of employees employed with one or more Protected Characteristics (Equality Act 2010), where relevant.</p> <p>Responsibility HR/ Gender Action Planning Group</p>	<ul style="list-style-type: none"> Recruitment plan to attract candidates with a protected characteristic to apply to the College Increase awareness of the College as a fully inclusive employer to encourage disclosure rates prior to the interview Increased number of applicants disclosing protected characteristics 	<p>August 2017</p> <p>December 2017</p> <p>Ongoing – initial review March 2018 (Gender Action Plan by 2030)</p>

1.2, 1.3	<p>2. Skills and Behaviours</p> <p>2.1 To provide visionary leadership to motivate the workforce to deliver roles effectively. Responsibility SMT</p> <p>2.2 To ensure managers can develop teams to demonstrate flexibility, innovation and decision making. Responsibility SMT and HR</p>	<ul style="list-style-type: none"> • Investors in People Report • Investors in Diversity Report • Annual Report • SFC and Education Scotland Reports • Investors in People Report • Operational Planning • Academic Board • Self-Evaluation 	March 2018
1.2, 1.3	<p>3. Workforce Development</p> <p>3.1 Develop a succession plan for all management roles that will be fully integrated with the recruitment process, career review process and leadership development. Responsibility Head of HR/SMT</p>	<ul style="list-style-type: none"> • Succession plan • Leadership development plan 	June 2018
2.4, 2.5, 3.4	<p>3.2 To develop organisational development plans in response to change within the College sector. Responsibility Head of HR/SMT</p>	<ul style="list-style-type: none"> • Organisational development plans 	Ongoing
1.5, 3.2	<p>3.3 To increase the percentage of teaching staff holding a formal teaching qualification and support provided, where possible and within the constraints of the staff development budget. Responsibility HR/SMT</p>	<ul style="list-style-type: none"> • Increased number of teaching staff gaining the qualification on an annual basis. 	August 2017/ Ongoing
1.4, 1.5, 3.2	<p>3.4 To continue to deliver a wide range of staff development sessions that continue to develop the staff, within the constraints of the staff development budget. Responsibility HR</p>	<ul style="list-style-type: none"> • Staff Development day programmes • Evaluation forms 	Ongoing

2.4, 3.4, 3.3	<p>4. Pay, Reward and Recognition</p> <p>4.1 Maintain a full awareness of national negotiations and the potential impact on staff and operational activities within the College planning accordingly. Responsibility HR/SMT</p>	<ul style="list-style-type: none"> Plans for any proposed action. Minimum impact on College activities. 	Ongoing
2.4, 3.4, 3.3	<p>4.2 Conduct financial impact analysis of any pay increases awarded to staff as part of the national negotiations and assess the impact on the College budget. Responsibility Head of Finance</p>	<ul style="list-style-type: none"> Financial analysis Pay awards 	Ongoing
1.4, 2.4, 3.4, 3.3	<p>4.3 To continue to provide a competitive benefits package within the current financial and national bargaining constraints. Responsibility Head of HR/SMT and Head of Finance</p>	<ul style="list-style-type: none"> Annual benefits audit Benefits booklet 	March 2018
1.1, 1.4,	<p>5. Health and Wellbeing</p> <p>5.1 To continue to promote a health and wellbeing agenda that is focused on the diversity of the workforce.</p>	<ul style="list-style-type: none"> Workforce demographics Benefits booklet Annual Health and Wellbeing event Equality and Choices event 	March 2018/Ongoing