

Board of Management

Date of Meeting	Thursday 14 December 2023
Paper No.	BoM3-H
Agenda Item	4.2
Subject of Paper	Fair Work in Practice
FOISA Status	Disclosable
Primary Contact	John Gribben
Date of production	14 November 2023
Action	Discussion and Decision

1. Recommendations

1.1 The Board of Management is asked to review the Fair Work in Practice paper which provides examples of what the College is doing under each of the five dimensions of the Fair Work Framework, and evidence's how the College is a Fair Work Employer.

2. Purpose

2.1 The purpose of this paper is to share one document that can be provided as needed to evidence what the College is doing under each of the five dimensions of the Fair Work Framework.

3. Consultation

3.1 John Gribben, Vice Principal – People and Corporate Support and the Human Resources team were consulted and provided the evidence to form the basis of the paper.

3.2 The Senior Management Team (SMT) was consulted.

4. Key Insights

4.1 A national statement on Fair Work is currently being developed for the College Sector. However, this is still under production and has not yet been agreed. A City of Glasgow College statement on Fair Work has been drafted by John Gribben.

4.2 A full review was undertaken with Human Resources to understand what the College currently does to meet the obligations under each of the five dimensions of the Fair Work Framework.

4.3 'Fair Work in Practice' has been written to be used both internally and externally to evidence how the College meet the dimensions of the framework.

4.4 The College does not have any Fair Work metrics in place. Metrics for Fair Work are not straightforward and need to be worked through in detail to make sure the output is meaningful. Metrics should be worked through as part of, or following the agreement of the local Fair Work statement with the Trade Unions.

5. Impact and Implications

5.1 Fair Work and tackling inequality are a priority of the Scottish Government, with it being at the heart of Scotland's economic and social programme.

5.2 Fair Work promotes a safe and secure working environment at the College and is key to attracting and retaining staff.

5.3 The paper provides an evidence base for the College's current practices and can aid discussions on future development within specific dimensions of the Framework.

5.4 The paper provides assurance to stakeholders including the Board of Management, Trade Unions, the Scottish Government, the Scottish Funding Council, and others that the College embraces Fair Work Principles.

Appendices

Appendix 1 – Fair Work in Practice



Fair Work in Practice

In line with the principles of the Fair Work Convention and associated Framework, City of Glasgow College “believe that fair work is work that offers **effective voice, opportunity, security, fulfilment and respect**; that balances the rights and responsibilities of employers and workers and that can generate benefits for individuals, organisations and society.” With this in mind it is important to recognise how City of Glasgow College currently meets the five dimensions of the Fair Work Framework.

1. Effective Voice

“Effective channels of communication in workplaces along with a safe environment that enable workers to contribute to discussions, be listened to and make a difference, promoting an environment of employee engagement.”

To ensure effective channels of communication within the workplace City of Glasgow College:

- 1.1. Has recognition agreements with two Unions, EIS-FELA, and Unison. Regular engagement takes place through the Lecturer Negotiating Committee and Support Staff Negotiating Committee. The College also engages in National Bargaining.
- 1.2. Has in place the National Recognition and Procedure Agreement (NRPA) with both EIS-FELA and Unison to ensure consistency and fairness across the College sector.
- 1.3. Has an established local negotiation committee supported by local Recognition and Procedure Agreements.
- 1.4. Has local arrangements that are mirrored in the national arrangements for collective bargaining contained within the NRPA.
- 1.5. Offers facility time to Trade Union Representatives, which is increased during specific periods when College-wide initiatives require additional Trade Union support.
- 1.6. Holds a monthly All Manager’s meeting where managers can raise concerns, ask questions, and provide feedback on ongoing initiatives across the College.
- 1.7. Encourages teams within the College to hold regular team meetings to encourage and promote two-way feedback. This allows employees to feed into decision making and express views on team and College-wide initiatives.
- 1.8. Offers both academic and support staff the opportunity to represent colleagues on the Academic Board as well as its standing committees i.e., Quality Assurance & Enhancement Committee (QAEC), Student Academic Experience Committee (SAEC) and Support Services Committee (SSC). This allows employees to directly impact decisions on learning, teaching and support services.

- 1.9. Has an academic staff member and a support staff member elected to the College Board of Management. This allows employees to be directly represented at the Board of Management
- 1.10. Has a Health and Safety Committee and actively seeks participation with Trade Union Representatives.
- 1.11. Regularly provides employees with updates on specific and College wide initiatives through the Principal's Briefings.
- 1.12. Asks employees for feedback. Most recently through an all-staff survey completed by Robertson Cooper. The overall response to this survey was 64% equating to 1339 employees.
- 1.13. Holds annual portfolio reviews which are led by the Performance and Student Experience teams to make sure those directly impacted are heard.

2. Opportunity

“Ensuring that everyone who wants to can access work and, in work, can develop and progress.”

City of Glasgow College enables opportunity by:

- 2.1. Promoting, monitoring, and evaluating Equality, Diversity and Inclusion throughout our Policies and Procedures.
- 2.2. Dedicating time to, and supporting the work on, our Equality Outcomes 2021 – 2025 plan, to ensure we support the equality duty.
- 2.3. Following robust Recruitment and Selection Policies and Procedures for any vacancy within the College.
- 2.4. Encouraging modern apprenticeship programmes and work placements within the College. This enables valuable practical skills and knowledge to be gained whilst undertaking formal education. Since the College started hiring Modern Apprentices in 2019, 42% have gone on to secure permanent positions in the College on completion of their programme.
- 2.5. Enabling promotion and progression practices that are open and equal to all employees. This includes a process for advertising vacancies internally in the first instance where there is succession planning in place.
- 2.6. Providing a dedicated learning support platform, 'MyDevelopment,' to allow all employees access to continually updated training, development support and learning objectives. The platform also supports employees' development and progression outside of, and in relation to, their own role.

2.7. Committing to eliminate any bias from our pay systems to ensure equal pay for employees doing equal work. In 2023 our gender pay gap was at 8%, this is a 4% improvement on the Scottish gender pay gap of 12%.

3. Security

“Including stability and predictability of employment, working time and income.”

To support employment security City of Glasgow College:

- 3.1. Is a committed Scottish Living Wage accredited employer.
- 3.2. Provides all employees with contractual hours which are agreed and predictable. All employees’ experiences of different contracts are kept under review to ensure they remain mutually beneficial.
- 3.3. Participates in national agreements to ensure salary progression is consistent, fair, and available for employees’ reference.
- 3.4. Engages and undertakes meaningful consultations with Trade Unions when considering any potential changes to contracts or terms and conditions.
- 3.5. Has a Family Friendly Policy which allows employees to apply for flexible working patterns to support caring commitments.
- 3.6. Has an extensive employee benefits programme including access to occupational health, confidential employee support service, access to campus facilities and the ‘MyLifestyle’ Platform which offers a host of additional employee benefits.

4. Fulfilment

“Developing and utilising skills, career advancement and employee engagement.”

City of Glasgow College is committed to their employees’ development and advancement within the College and strives to support employees by:

- 4.1. Encouraging all employees to undertake Continuous Professional Development to develop their skills and keep up with changes within Industry. Employees can access an extensive range of support and training through ‘MyDevelopment.’
- 4.2. Providing facilitation, training and support through the Organisational Development Team including a Core Skills for Managers Programme, soft and technical skills training, and design and development of eLearning and digital resource training.
- 4.3. Supporting all new employees with integration and induction, including access to complete essential training modules.
- 4.4. Offering all employees, the opportunity to apply for funding to support the enhancement of their qualifications, subject knowledge, and expertise.

- 4.5. Specifically designing and reviewing jobs in line with job design principles that highlight the link between rewarding work and positive outcomes for employees, and improved staff retention and productivity for the College.
- 4.6. Promoting employee autonomy. The College's practices rely on a high degree of trust and collaboration, enabling our employees to structure tasks and delivery approaches to positively impact the quality of outputs, productivity, and staff wellbeing.
- 4.7. Actively seeking employees' representation on the Academic Board and its standing committees (QAEC, SAEC and SSC).

5. Respect

"Ensuring workers are respected in terms of, for example, health, wellbeing, and safety, regardless of their role or status."

To ensure all employees are respected and supported regardless of their role or status, City of Glasgow College has a range of initiatives in place which are accessible to all employees.

- 5.1. The College promotes work life balance by supporting flexible working patterns and a hybrid working toolkit for employees.
- 5.2. The College has a designated Wellbeing Officer, supporting the College's delivery of health and wellbeing initiatives and support including a Wellbeing Support Hub, Health and Wellbeing training, fitness and leisure activities, mental health first aid programmes, resilience and empowerment programme and a stress management toolkit.
- 5.3. The College provides access to Occupational Health, an Employee Assistance programme and spiritual and pastoral care.
- 5.4. The College facilitates Trade Union support through established procedural and collective bargaining arrangements.
- 5.5. The College has a Health and Safety Committee which is supported by extensive Health and Safety Policies and Procedures.
- 5.6. Health and Safety risks identified are regularly reviewed and reported by way of a monthly report which includes Faculty and Directorate trends and ways in which these can be improved.
- 5.7. A Health and Safety quarterly bulletin is released providing a review of the preceding quarter's statistics, trends, and guidance; Employees are also encouraged to submit components for each edition.
- 5.8. The College's Code of Conduct outlines the College's values and expectations in relation to employees' professional conduct.