

People Strategy Update

1.0 PURPOSE OF PAPER **For information**

- 1.1 This paper is to provide the Finance and Resources Committee with information to enable the Committee to consider performance information and activity undertaken in regards to the People Strategy.

2.0 EXECUTIVE SUMMARY

- 2.1 This paper is to provide the Finance and Resources Committee with a mid-year report on the KPI's within the People Strategy 2025-2030. This paper includes an update on work undertaken with regards to the People Strategy to date in order to enable the Committee to oversee the People Strategy and to monitor the implementation of this as detailed in 2.7 of the Terms of Reference.

3.0 RECOMMENDATION(S)/ACTION(S) REQUIRED

- 3.1 I recommend that the Finance and Resources Committee: -
 - 3.1.1 consider the contents of the paper and comment or ask any questions.

4.0 BACKGROUND

- 4.1 The People Strategy 2025-2030 as approved by the Finance and Resources Committee contains a number of key performance indicators. This report contains the KPI's at the six month period which ended at the end of January 2026.

5.0 Progress Update

5.1 Key Performance Indicators

KPI data as at 31st January, 2026 for 2025/26

Theme	Measure	Baseline	Target (2026)	Data at 31.10.25	Data at 31.01.26
Attract and Retain	Vacancy Rate	1%	1%	0.7%	0.9%
	Voluntary Turnover	8.6%	8%	1.2%	2.4%
Develop Skills and Leadership	Internal Promotions * Leadership Effectiveness survey scores	67% 72%	68% 73%	0% Data collected annually in May	0% Data collected annually in May
Diversity and Wellbeing	Diversity Disclosure rates	87%	90%	87%	87%
	Absence Rates	4%	5%	2.8%	2%
Positive Culture	Engagement Score	76%	78%	Data collected annually in May	Data collected annually in May
Performance	Performance reviews completed **	78%	90%	26%	86%

*subject to relevant opportunities being available

**not including those on long term sickness/maternity leave

The data above is calculated as follows:

Vacancy Rate – (number of vacancies in the period x number of vacant days)
divided by (the total FTE of staff x number of available days in period) x 100

Voluntary Turnover – total number of staff leaving voluntarily in the period divided by
total number of staff as a percentage

Internal Promotions – number of staff appointed to vacancies divided by total number
of vacancies as a percentage

Leadership Effectiveness – measured by Great Places to Work Survey results

Diversity Disclosure Rate – Total number of diversity disclosures received divided by
total number of staff as a percentage

Absence Rates – Total number of sick days divided by total number of available
days as a percentage

Engagement Score - measured by Great Places to Work Survey results

Performance Reviews Completed – total number of reviews due divided by total
number of completed reviews as a percentage

5.2 People Strategy Update

This is an update at January 2026 on activity to meet the strategic priorities within the People Strategy 2030.

By 2030 we will:	Update at January 2026
Attracting and Retaining Great People	
Implement a workforce planning programme to anticipate and address skills gaps and resourcing needs, ensuring more accurate staffing budgeting processes and well informed and confident budget holders	Quarterly meetings with the Finance Business Manager are now taking place with Managers who are reporting a deeper understanding of managing budgets.
Enhance our staff offer including a staff recognition programme designed and driven by staff, and improved usage of our benefits package	The Staff Voice Group have been tasked with obtaining feedback on what staff want as a Staff recognition programme. Sessions have been shared with staff on our Green car and cycle to work benefits as well as Money Matters on line sessions.
Strengthen our reputation as a fair and supportive employer, through positive public relations and sharing our stories	Our marketing department are sharing stories on our web site, on social media and through local newspapers on an on-going basis.
Developing Exceptional People and People Leaders	
Ensure that those who wish to access specialist and professional learning are given the opportunity to engage with professional development opportunities	We have a programme of delivery for specialist assessor and verifier awards. Our Staff Performance and Development review process picks up on any development activity requested on an individual basis.
Deliver an ambitious Leadership Development programme to all people leaders, addressing identified development needs through Staff Performance and Development Reviews and professional learning conversations	Our Leadership Forum met in January and were involved in development conversations about their needs and the needs of their staff. A programme of delivery will be developed from their feedback. The People Services Business Partner meets in April each year with all line managers to develop a programme of CPD for the following session which is reviewed and approved by the SLT.

Ensure that all staff are aware of clear internal career pathways	Work is yet to start on this although all vacancies are advertised internally and all staff have access through Outlook to our structure diagram.
Valuing Diversity and Promoting Wellbeing and Inclusion	
Conduct annual equality audits of internal promotion and external recruitment, and take any necessary action on the findings	This activity is planned in for April and will be undertaken by the Equality Diversity and Inclusion Officer.
Act on staff survey feedback about wellbeing and belonging to improve feedback	The Staff Voice Group have been asked for feedback on wellbeing. Once this is received we will develop a plan for implementation of any agreed activities.
Strengthen engagement with diversity champions and networks by formalising roles and supporting increasing active participation rates	The Equality Diversity and Inclusion Officer has been tasked with taking this forward.
Investing in a Healthy Culture	
Have demonstrably embedded our values across all aspects of work	Our values are embedded into our Staff Development Performance Review Process and further work will be on-going to ensure that they are visible and well known.
Extend flexible working, wellbeing initiatives and sustainable work-life balance to increase staff satisfaction	Professional Services Staff have been offered the opportunity to take part in a compressed working week trial. A number of staff have taken this opportunity to have a better life-work balance.
Recognise and celebrate positive behaviours and contributions	Leaders are encouraged to share articles in the College magazine highlighting positive behaviours and contributions.
Enable Great Performance and Delivery	
Provide increased learning opportunities to individuals to develop in their job roles	Leaders work with staff to identify learning opportunities. This information is shared with the People Services Business Partner and embedded into our development programmes where possible.
Ensure we support professional qualifications for lecturing staff (Teaching Qualification in Further Education/General Teaching Council for Scotland)	We currently deliver the PDA in FE in house to new lecturers and are currently supporting 6 staff members to complete the TQFE qualification in partnership with Perth College.

	All staff who should be registered with GTCS are.
Embed structures to encourage peer learning, reflection and innovation across departments	Lecturing staff attended a very successful “Sharing Good Practice” day on our February staff development day. Feedback from the day is being used to develop a similar day for all staff.

6.0 IMPLICATIONS AND CONSIDERATIONS

6.1 Financial Implications

Staff Development costs should be met from allocated budgets, therefore there should be no additional financial implications.

6.2 Learner Implications

Ensuring that we have a well trained, engaged workforce and that we are a fair employer adhering to legislation will have a positive impact on our students learning experience

6.3 Staff Implications

Staff will be required to engage in and meet their responsibilities under the Strategy. The Strategy should provide a positive inclusive culture and a clear, supportive and engaging roadmap for their careers, offering defined roles and professional development opportunities. It ensures that employees understand how their work aligns with College goals, while providing recognition and well-being to foster long-term retention and engagement.

6.4 Equality and Diversity Implications/Equality Impact Assessment

None identified

6.5 Sustainability/Environmental Implications

None identified

7.0 RISK COMMENTARY

7.1 N/A

8.0 CONCLUSION

8.1 The College is making good progress on the People Strategy and the identified KPI's within the Strategy are on track.

Deborah M Kerr

Director of People Services

February 2026

Previous Board or College Committee Approvals:

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