

West College Scotland

People Strategy

2016-2019



Contents

1. Introduction	3
2. Strategic Priorities	3
3. Regional Outcome Agreement	4
4. Organisational Development and HR Strategic Objectives	5
5. Implementation Of People Strategy	9
6. Monitoring And Review Of People Strategy	9

People Strategy 2016 -2019

1. Introduction

West College Scotland delivers learning and vocational training to the West Region of Scotland, a catchment area of 1.2 million people, representing 23% of the resident population of Scotland. We have an important presence and deep roots in our main towns of Paisley, Clydebank and Greenock. Our 'footprint' stretches from Oban to Barrhead.

West College Scotland is committed to taking a leadership role in the West of Scotland and, together with partners and stakeholders, tackling significant social and economic deprivation which still characterises many of the towns and communities across the region. The College works across local authority boundaries and engages formally with seven authorities.

As Scotland's 2nd largest Regional College we provide education and training to over 30,000 students. The College manages total funds of over £69m including an overall turnover of £56m. We employ 1120 staff (800 FTE).

The College is one of the Region's largest employers and is uniquely placed to help shape the West Region's educational landscape and contributes to its social and economic development. The College adds £13m to the region's annual economic output and spends £37m in salaries every year.

At West College Scotland, we recognise the key role that Organisational Development and HR plays in the development, improvement and success of our College.

2. Strategic Priorities

Our vision of a "Collective ambition, pride and passion to be a vibrant and dynamic College – providing excellent education, training opportunities and services for our students, customers and communities" will be achieved by implementing the College's 11 Strategic Priorities. At the heart of our strategic priorities are our Ambitions, which include:

- **To have an engaged, flexible and modern workforce that is proud to work for West College Scotland**

This People Strategy is specifically aligned to and supports the implementation of the following Corporate level Strategic Priorities:

2.1. Inspirational and Innovative

Strategic priority 1

We will provide education and training in inspirational and innovative ways to engage and meet the diverse needs of our students.

Strategic Objectives 1 & 2:

- To ensure a culture of inclusiveness is embedded throughout the College, promoting equality, appreciating diversity and giving every student the chance to reach their full potential.
- To develop a culture of continuous self-evaluation, involving staff and students, which will focus on improvement and development.

2.2. Supporting Success

Strategic priority 4

We will support the development of our staff to achieve successful outcomes for ourselves, our students and the college.

Strategic Objectives 3, 4 & 7:

- To promote the continual professional development of staff ,enhancing their capacity, capabilities, skills and expertise
- To support staff to work successfully with digital technologies
- To be an employer of choice, with positive staff relations at the heart of what we do, working in partnership with staff who are determined to make a difference and are committed to the purpose of the College.

2.3. Securing our future

Strategic Priority 8

We will proactively look for new partners and new areas of activity, which will allow us to grow and develop our income to reinvest in our core business for the benefits of our students, our staff and our communities.

Strategic Objective 3:

- To ensure staffing and resources match curriculum development and support needs and meet activity targets effectively and efficiently.

The People Strategy will support the Strategic Priorities and Objectives through the following core Organisational Development and HR professional areas:

- Equality, Diversity and Inclusion: Strategic Priority 1
- Learning and Development: Strategic Priority 4
- Employee Relations: Strategic Priority 4
- Resourcing and Talent Planning: Strategic Priority 8
- Health Safety and Wellbeing: Strategic Priority 4

3. Regional Outcome Agreement

The People Strategy also supports the implementation of the Regional Outcome Agreement 2014-17 in respect of the following objectives:

- Efficient and Sustainable Regional Structures
- High Quality and Efficient Learning
- A Developed Workforce

4. Organisational Development and HR Strategic Objectives

4.1. Equality, Diversity and Inclusion

4.1.1. Where are we now?

Equality is a fundamental principle which underpins College Strategy, procedures and processes.

The College systematically mainstreams equality, diversity and inclusion in its relationship with staff and students. The College assesses the fairness and effectiveness of equality policies through workforce monitoring. All staff have a sound understanding of equality and diversity through mandatory training.

4.1.2. Where do we want to be?

The College aims to continue being an inclusive organisation which respects and encourages diversity in all of its activities.

4.1.3. How do we get there?

The College will be proactive in removing barriers for its staff and students to enable them to achieve their potential.

4.1.4. How will we recognise success?

The College will systematically review and monitor the mainstreaming of equality, diversity and inclusion in all its processes for staff and students. The outcomes will be reported in the Organisational Development and HR Annual Report using recognised metrics.

4.2. Learning and Development

4.2.1. Where are we now?

The College has a comprehensive learning and development programme which meets short term business critical requirements but needs to take a more structured longer term approach to ensure we create an environment and culture where individuals and teams can achieve their potential and ultimately the success of our students.

4.2.2. Where do we want to be?

As a national policy, student and employer demand and patterns of provision change, the College needs to be able to respond with a range of up to date and flexible courses which reflect the needs and meet the changing expectations of students and employers. Adapting to such changes in demand poses particular challenges for staff and managers who need to take responsibility for their own continuing professional development.

The challenges of "Putting Learners at the Centre – Delivering our ambitions for Post 16 Education" – and further working with joint partner organisations, will mean that staff need to continue to develop new skills and different ways of working.

We need to ensure that people at all levels of the organisation possess and develop the skills, knowledge and experience to fulfil the short and long

term ambitions of the College and they are motivated to learn ,grow and prosper.

The College recognises the need to develop the leadership potential of its Managers in order to continue to prosper in an increasingly complex and financially constrained environment and equip them with the necessary skills and behaviours to achieve their potential and maximise their talent.

4.2.3. How do we get there?

a) Develop Learning and Development Plans

- Collect and analyse data on learning needs
- Ensure career management process provides fair access of opportunity to all.

b) Design and Delivery of Learning and Development Interventions

- Ensure best use of innovative learning solutions to improve capability
- Provide a diverse learning approach to meet group and individual requirements across the organisation
- Manage learning and a training records system to highlight retraining requirements and safety critical skills in compliance areas.

c) Leadership Development

- Promote a culture in which leadership skills are valued and encouraged and are aligned to the strategic vision and values
- Design and deliver interventions to ensure senior and potential leaders have appropriate experience and capability as individuals and as a Leadership Team to fulfil the organisations strategic ambitions.

d) Talent Management

- Work with employees and management to ensure talent management procedures are embedded at work appropriately

4.2.4. How will we recognise success?

We will evaluate the learning impact. This shall be done by capturing and analysing data from learning and development interventions and through external accreditation eg. Investors in People.

4.3. Employee Relations

4.3.1. Where are we now?

The College has good working relations with recognised trade unions based on the values of mutual respect and trust. Formal channels of consultation and negotiation are based on Recognition and Procedure Agreements which include monthly Consultation and Negotiation meetings with trade union representatives during term time. Agreed Committee minutes are posted on the College intranet. Board members are provided with copies of the minutes at meetings of the Organisational Development and HR Committee. These formal arrangements are complemented by regular informal, open agenda meetings with trade union representatives.

The College engages with trade unions at an early stage when proposing changes to procedures, practices and organisational design.

4.3.2. Where do we want to be?

The College wants to maintain positive employee relations in a challenging financial environment that will be significantly influenced by the introduction of national bargaining.

4.3.3. How do we get there?

The College will negotiate amended Recognition and Procedure Agreements with recognised trade unions which will clearly identify the scope consultation and negotiations at a local level. The successful informal approach used by management and trade unions to resolve issues at an early stage will continue.

The College will continue to share sensitive information with trade union representatives in the confidence that they will recognise the best interests of the College and their members.

4.3.4. How will we recognise success?

The College will measure the success of their approach to employee relations by recording the use of collective and individual procedures. This will be analysed in an Organisational Development and HR Annual Report made available to the Board and staff.

4.4. Resourcing and Talent Planning

4.4.1. Where are we now?

As a publically funded body, the College has ensured that its recruitment procedures reflect good practice. The College operates a fair and objective recruitment and selection procedure which places emphasis on individual skills, abilities and experience. The College has been awarded the “Two Tick” Positive About Disability Status, whereby candidates who meet the essential criteria are guaranteed an interview. Selection criteria are reviewed regularly to ensure that it is justifiable and essential for effective performance of the role.

4.4.2. Where do we want to be?

The College wishes to ensure that it secures, develops, retains and effectively manages sufficient teaching and support staff to provide quality education to students and employer clients within the resources available. It wishes to attract and engage diverse, talented individuals from different backgrounds, heritages and lifestyles.

The College wishes to be an “Employer of Choice” by becoming recognised for its positive working environment and conditions of employment.

4.4.3. How do we get there?

The College will review local terms and conditions of employment to ensure that it continues to attract and retain well qualified, experienced and motivated staff and will promote the benefits including non-monetary

rewards. In particular the College recognises that many staff have domestic and other caring responsibilities which means they cannot commit to traditional working patterns.

The College will ensure that its employment practices promote provisions for flexible working, part time working and other family friendly procedures in order that staff may achieve an appropriate work life balance.

The College will develop an employer brand by identifying and articulating the organisation's core values and behavioural expectations. Existing and prospective employees will be advised about the organisations values and behavioural expectations. The college will ensure that the values and behavioural expectations permeate the College procedures and processes. It will develop ongoing communication and engagement plans to ensure that employees and other stakeholders understand and respect the organisations values and behavioural expectations; disseminating key messages. The College will listen to feedback from staff to inform decisions.

The College will assess the overall current and future resource and talent levels within Faculties and Departments. This will result in planning to fulfil resourcing and talent needs across the College.

4.4.4. How will we recognise success?

The College will provide reliable and relevant management information by analysing resource data such as turnover, retention, new starts. This will be compared against national benchmarks. The information will be analysed in an Organisational Development and HR Annual Report which will be made available to the Board and staff.

The College will collect and analyse responses from employee surveys.

4.5. Health, Safety and Wellbeing

4.5.1. Where are we now?

The College is committed to maintaining a safe and healthy environment for students, staff, contractors and visitors in accordance with its statutory responsibility.

A Health and Safety Committee chaired by the Director Organisational Development and HR has been established since merger and includes both trade union and student representatives. Minutes are posted on the College intranet. Health and Safety Sub Committees have been established at each of the three College Campuses and these are chaired by an Assistant Principal. The College commissioned Zurich Risk Engineering to carry out a review of current health and safety systems and processes against the key elements of the HSE Guidance HSG 65 "Managing Health and Safety" to assist with identifying good practices that can be replicated across the College and areas that may require further attention. Zurich submitted the report to the College in February 2015. The College has also been accredited with the Scottish Government's Healthy Working Lives Gold Award. This scheme is an outcome

focused approach to support employers and employees to achieve a healthier and safer environment.

4.5.2. Where do we want to be?

The College will demonstrate that there is a robust system for managing health, safety and risk with clear accountability, to ensure compliance with statutory requirements. The College will maintain the Healthy Working Lives Gold Award accreditation.

4.5.3. How do we get there?

The College has developed an Action Plan to implement the Zurich Report and progress will be reported to the Organisational Development and HR Committee. The health and safety structure, policy and arrangements will be developed in line with the Health and Safety HSG 65 Guidance adopting the principles of Plan, Do, Check, Act.

The College will continue to promote healthier life styles improving physical and mental health.

4.5.4. How will we recognise success?

The College will successfully implement the Zurich Report and maintain the Healthy Working Lives Award. It will also use recognised metrics to measure the success of the approach to health, safety and wellbeing. This will be analysed in an Organisational Development and HR Annual Report made available to the Board and staff.

5. Implementation Of People Strategy

The People Strategy will be implemented through the Annual College Operational Planning process .

Ordinarily Plans will be drafted during January and February of each year. The Executive will approve the Plans in April of each year.

6. Monitoring And Review Of People Strategy

The Organisational Development and HR Committee will be responsible for monitoring the implementation of the People Strategy on an Annual basis.

When reviewing progress the Committee should:

1. Ensure that activities are kept within the parameters of the agreed strategic priorities;
2. Ensure that activities are consistent with the College's vision , ambitions, culture and values;
3. Keep under review internal and external changes which may require adjustments to the People Strategy or affect the ability to achieve the objectives.