

PEOPLE STRATEGY

2026
2030

FOREWORD

At West College Scotland, our people are central to everything we do. We are privileged to serve diverse communities across the West of Scotland, and it is through the talent, commitment and compassion of our staff that we deliver life-changing learning and opportunities.

This People Strategy sets out how we will nurture, develop and empower a workforce that is confident, skilled, future-focused and aligned to the ambitions of We Are West 2026–2030. It reflects our values — People-Centred, Trustworthy, Respectful, Innovative and Collaborative — and places our staff at the heart of the College’s transformation.

The next four years bring challenge, change and opportunity. With a new Strategic Plan and a renewed sense of purpose, we now have a clear direction for how we will work together to shape a sustainable, inclusive, high-performing College where all students and colleagues can thrive.

OUR PURPOSE

The purpose of this People Strategy is simple:

West thrives when our people do.

This strategy provides the guiding framework for how we will support, develop and lead our workforce so that we can achieve the ambitions of the 2026-2030 Strategic Plan and deliver meaningful impact for our students, communities and partners.

It outlines how we will build a confident, capable, collaborative workforce, and how we will create a culture and overall employee experience where people feel valued, connected and equipped for the future of work.



STRATEGIC ALIGNMENT

This People Strategy is one of the four enabling strategies that support the Strategic Plan:

- Learning, Teaching and Student Experience Strategy
- People Strategy
- Employer and Stakeholder Engagement Strategy
- Infrastructure Strategy

It is structured around the Strategic Plan's **four strategic themes**:

1. **OUR PEOPLE**
2. **OUR PARTNERSHIPS**
3. **OUR PLACE**
4. **OUR PERFORMANCE**

These themes set the direction for the culture, capability and capacity we must build to deliver the College's ambitions.



OUR PEOPLE

EMPOWERING AND DEVELOPING A SECTOR-LEADING WORKFORCE

Our people are the heart of our mission. We will nurture a workforce that is confident, skilled, engaged and ready for the future.

To achieve this, we will:

- Invest in leadership at all levels, shaping a culture of clarity, trust and shared purpose.
- This includes modern, values-led leadership development and growing our capacity for change, collaboration and continuous improvement.
- Develop a future-ready workforce through accessible, flexible and meaningful learning and development.
- We will strengthen digital and AI capability, green skills, and core professional skills across the College.
- Embed a strong culture of wellbeing where staff feel supported and able to thrive.
- Building on our impressive range of wellbeing support, we will integrate wellbeing into planning, leadership and everyday practice, supported by effective health, safety and resilience frameworks.
- Strengthen strategic workforce planning to ensure that our people are in the right roles, with the right skills, at the right time.
- Promote West College Scotland as an employer of choice, championing recognition, inclusion and opportunities for progression.

These priorities will create a supportive, inclusive and empowering environment where colleagues feel connected to our mission and equipped to deliver excellence.



OUR PARTNERSHIPS

CONNECTING OUR PEOPLE TO COMMUNITIES, EMPLOYERS AND EACH OTHER

Strong partnerships enable our people to collaborate, innovate and deliver real impact for students and the region.

Through this strategy, we will:

- Enhance cross-College collaboration, enabling staff to work across campuses, disciplines and teams through communities of practice, peer mentoring and shared learning.
- Strengthen engagement with our Student Association, ensuring that the voice of students informs how we develop our people and shape our culture.
- Build stronger relationships with external partners to open opportunities for staff development, joint curriculum innovation and knowledge exchange.
- Promote a culture of communication and engagement, ensuring colleagues feel informed, involved and valued in how we shape the future together.
- Champion equality, diversity and inclusion in all our partnerships — internally and externally — ensuring that our workforce reflects the communities we serve.

By embedding partnership working into our culture, we create a connected, outward-looking workforce that drives innovation and serves our communities with pride.



OUR PLACE

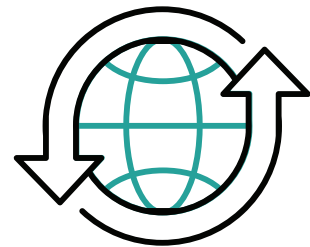
CREATING AN INCLUSIVE, FLEXIBLE AND SUSTAINABLE ENVIRONMENT FOR WORK

Our people should work in an environment - digital, physical and cultural - that enables them to perform at their best.

To support this, we will:

- Remove barriers to working and learning, ensuring an inclusive, supportive environment for staff from all backgrounds.
- Develop modern workforce models that reflect the future of work: flexible, agile, digitally enabled and fair.
- Strengthen job design and role clarity, ensuring our people understand expectations, responsibilities and development pathways.
- Support sustainable working practices by embedding green skills, climate-conscious behaviours and environmentally responsible decision-making.
- Enhance digital tools and platforms that simplify processes, improve efficiency and empower staff to work smartly and collaboratively.
- Shape a culture of belonging, where behaviours and values are understood, demonstrated and celebrated.

Through these commitments, we will build a culture of connectedness, where staff feel they belong, can contribute fully, and have the tools they need to thrive.



OUR PERFORMANCE

DRIVING EXCELLENCE THROUGH CLARITY, DATA, AND CONTINUOUS IMPROVEMENT

High performance is achieved when people understand expectations, have the support they need, and work within a culture of improvement and shared accountability.

We will strengthen performance by:

- Embedding continuous improvement across all teams, supported by leadership, data insights and reflective practice.
- Developing a clear and consistent approach to performance development, enabling goal-setting, constructive feedback and meaningful career conversations.
- Enhancing the use of people data and analytics to inform decisions, anticipate trends and support evidence-based planning.
- Strengthening attendance, wellbeing and safety frameworks to ensure that staff feel valued, supported and safe at work.
- Resourcing workforce resilience, ensuring the College can respond confidently to challenges, disruption and change.

By focusing on performance in a supportive, values-led way, we will create a culture that celebrates success, learns from challenges and strives for excellence.



MEASURING OUR SUCCESS

Our People Strategy will contribute directly to the success measures outlined in the Strategic Plan, including:

- Improved staff engagement
- Lower staff absence levels
- Strengthened leadership culture
- Increased empowerment and collaboration
- Better strategic workforce planning
- Enhanced organisational agility
- Greater external recognition for leadership and impact
- Progress on sustainability and digital transformation

Annual reviews, “My Voice” surveys and ongoing evaluation will provide insight and guide our future priorities.

IN CONCLUSION

OUR PEOPLE ARE THE FOUNDATION OF OUR SUCCESS

Through this strategy, we commit to creating a college where colleagues feel valued, connected and empowered. We will commit to inclusive leadership and collaborative working to drive innovation and improvement. Our emphasis will be in supporting our people to thrive - and in so doing, help our students and communities thrive.

Together, we are shaping our future through our people.

WEST COLLEGE SCOTLAND PEOPLE STRATEGY 2026-2030

GET IN TOUCH WITH US

60 60 600 0300

info@wcs.ac.uk

www.westcollegescotland.ac.uk



West College Scotland
Clydebank Campus
Queens, Quay

Paisley Campus
Renfrew Road
Paisley

Greenock Campus
Finnart Street
Greenock

Waterfront Campus
Customhouse Way
Greenock