

People Strategy 2022-2030





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Introduction

West College Scotland (WCS) delivers learning and vocational training to the west of Scotland region, a catchment area of 1.2 million people, which represents 23% of the resident population of Scotland.

It retains an important presence in its main campus towns of Paisley, Clydebank and Greenock, but the College's learning footprint stretches north to Oban and south to Barrhead.

The College works across seven local authority boundaries and is committed with its partners and stakeholders to tackle the significant social and economic deprivation experienced by many who live locally to our three campuses (Scot Gov: No One Left Behind 2020).

Greenock Town Centre, where its Finnart Street and Waterfront campuses are situated is the most deprived area in Scotland (*Scottish Index of Multiple Deprivation 2020*).

The College is one of the Region's largest employers, employing 1,150 staff, and is uniquely placed to help shape the West Region's educational landscape and contribute to its social and economic development.



Background and Operating Context

Purpose

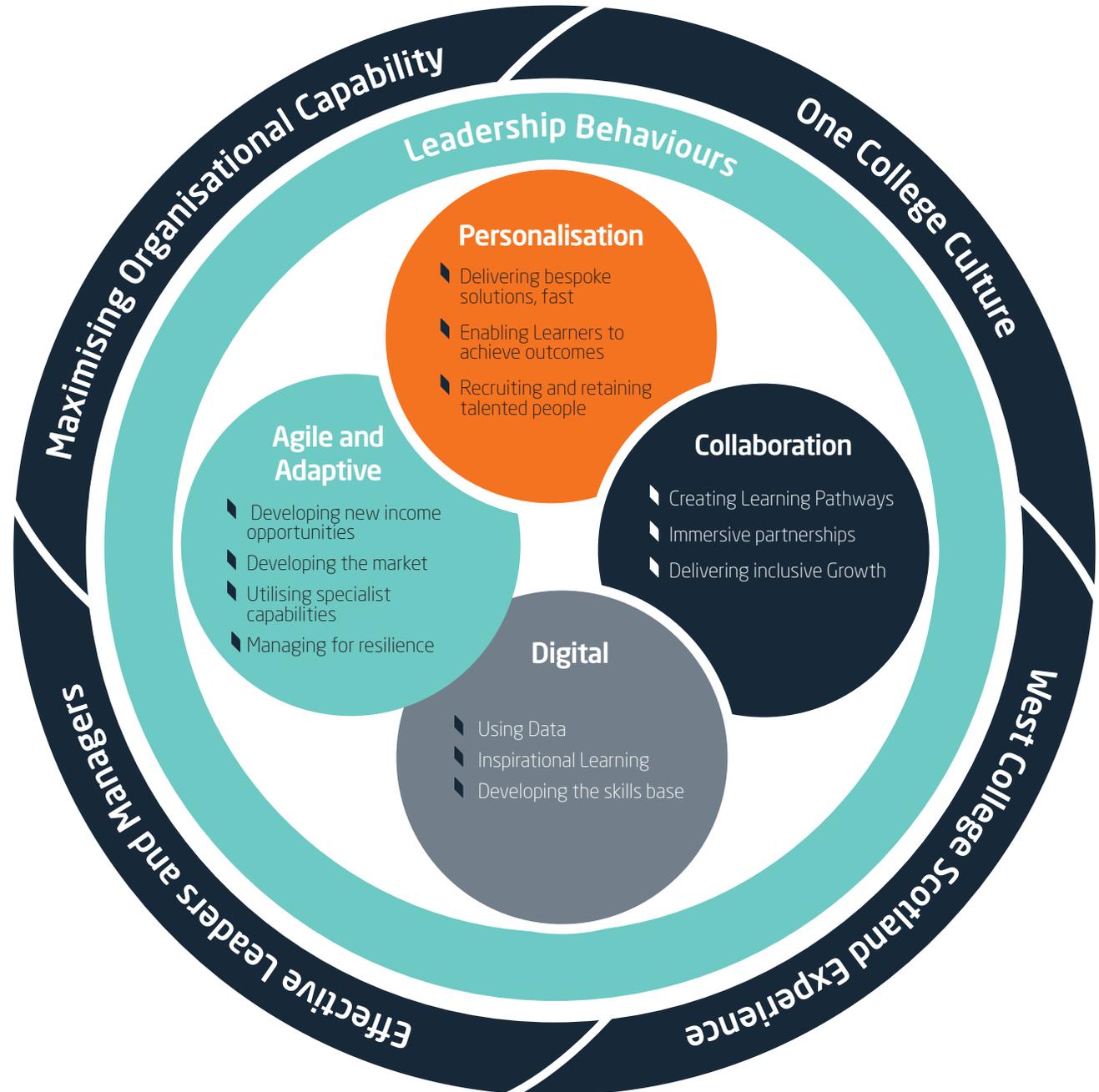
This Strategy sets out how we will create a sector-leading environment of fair work, where colleagues feel deeply connected with the College's vision and have the skills to deliver our future ambition.

It will provide context and direction to West College Scotland's Board of Management, Senior Leadership Team, staff and stakeholders in relation to strategic workforce planning, operational matters and the culture of the college.



College Strategic Priorities

Our people are key to the delivery of West College Scotland's Corporate Strategy 2019-2025 and our People Strategy places staff at the heart of our plans and recognises their collective contribution. In order to deliver the ambitions of the College, staff need to understand their role in fulfilling the four strategic priorities: Personalisation, Collaboration, Agile and Adaptive, and Digital.





Strategic Context

Fulfilment of the People Strategy's four strategic aims will be delivered through our Annual Operating Plans and will support the College's key priorities as it continues to adapt to the immediate challenges presented by Covid, Brexit, the cross-sector fall in student applications and the impact of rising inflationary pressures on the communities the College serves.

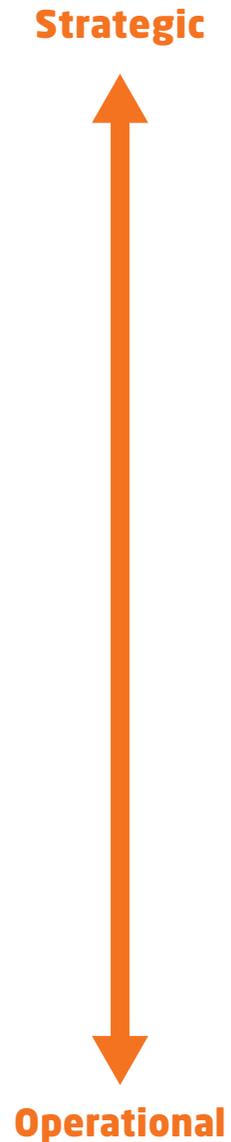
This Strategy has been developed through cross-campus and cross-departmental engagement. Our vision is aligned to the College's collective ambition and will be delivered through four strategic themes:

- One College Culture
- West College Scotland Experience
- Effective Leaders and Managers
- Maximising Organisational Capability

Operating Context

The WCS People Strategy 2030 builds on the solid foundation developed through the previous People Strategy and considers the impact of the COVID-19 pandemic on ways of working, developing a clear vision, leveraging technology and developing future focussed workforce plans to enable us to deliver our Corporate Plan 2019-2025.

This Strategy recognises and aims to complement other national, college sector and West College Scotland strategies.



Strategic Aims and Objectives

The four strategic themes which form the core of this Strategy are detailed below. These will complement all aspects of the College's strategic priorities and other documents as set out in the Operating Context above.



One College Culture

Aim:

- Colleagues understand the West College Scotland ambition and vision and are proud and excited to be part of it. Our college culture is demonstrated through the everyday behaviours of all.

We will achieve this by:

- Defining, developing and embedding the college culture
- Providing clarity on vision/mission
- Developing college values to further embed the 'Building Our Collective Future' framework
- Promoting the new values as part of an effective communications strategy
- Leaders demonstrating behaviours in line with the college culture and values
- Introducing annual awards that recognise staff performance which demonstrates the culture and values of the college
- Encouraging cross-college collaboration where possible

West College Scotland Experience

Aim:

- We will be a sector-leading fair work employer, providing a safe, inclusive and respectful working environment. Staff will be enabled to achieve their full potential and our collective ambition. We will be an employer of choice.

We will achieve this by:

- Delivering against our refreshed Wellbeing strategy
- Meeting our Equality Outcomes
- Representing the population of the West region
- Becoming a role model for the employment and development of young people
- Leading the way in the sector on working flexibly post-pandemic
- Removing or reducing burdensome processes, policies and procedures wherever possible
- Seeking regular feedback from staff and our Trade Union partners
- Enhancing our excellent employee benefit offering
- Achieving external recognition and accreditation
- Embracing, promoting and recognising innovative initiatives

Effective Leaders & Managers

Aim:

- We will develop supportive leaders and managers who will lead in an agile and adaptive way and provide clear direction. They will empower staff to take ownership of their personal development and contribution to the College.

We will achieve this by:

- Equipping our leaders and managers with the skills knowledge and confidence to effectively manage and motivate their staff, developing high performing and dynamic teams
- Ensuring that leaders and managers understand the College vision and strategy and are able to explain what that means for their teams' area of work
- Refining processes and procedures to ensure a clear understanding of what is required from leaders and managers
- The Executive and SMT will lead by example, providing a clear vision, living the values and empowering staff to take ownership
- The actions and behaviours of managers and leaders will be in line with the College's 'Building our Collective Future' framework
- Delegating decision-making to the appropriate level in the college
- Succession planning for key roles

Maximising Organisational Capability

Aim:

- Our organisation design and development enables everyone to perform to the best of their abilities and meet the College's priorities and goals.

We will achieve this by:

- Ensuring Organisational Development & HR systems, processes and digital solutions provide maximum benefit and enable managers and staff to do their jobs more efficiently
- Undertaking strategic workforce planning, reviewing annually as part of the annual planning cycle
- Reviewing organisational structures to ensure they enable delivery of key priorities
- Developing staff to ensure their skill sets are appropriate for the future
- Undertaking succession planning and talent management for key roles
- Introducing a Youth Employment Strategy
- Introducing and embedding "My Conversations" to ensure that staff are provided with the coaching and support they need to deliver their goals and increase individual capabilities
- Ensuring staff development supports delivery of the College Sustainability strategy
- Enhancing the focus on interpreting and acting upon management information

Measures of Success



Key Performance Indicators

The successful delivery of the People Strategy will be measured through the following Key Performance Indicators:

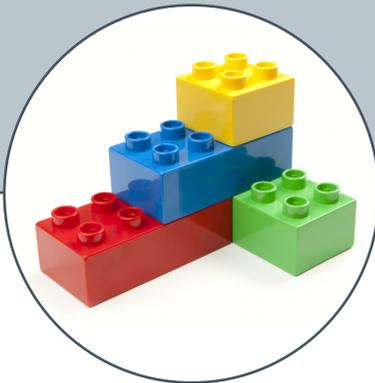
Strategic Theme	Key Performance Indicator	Baseline	2030 Target	Additional Measures of Success
West College Scotland Experience	% Agreeing or Strongly Agreeing with the statement "I would recommend West College Scotland as a place to work"	83.3%	90% Interim: year on year increases	We will also monitor levels of staff engagement through our annual staff survey, voluntary turnover, exit survey analysis, recruitment statistics and absence levels.
	% Agreeing or Strongly Agreeing with the statement "Colleagues treat each other with respect"	79.6%	90% Interim: year on year increases	
One College Culture	% Agreeing or Strongly Agreeing with the statement "We have a one college culture"	38.8%	70% Interim: year on year increases	We will also monitor levels of employee diversity and diversity in recruitment.
Effective Leaders & Managers	% Agreeing or Strongly Agreeing with the statement "I believe that the College leadership provide clear direction"	56.2%	70% Interim: year on year increases	We will also monitor through levels of responses to other questions in the staff survey relating to leaders and managers, and through the changing requirements of the HR team.
	% Agreeing or Strongly Agreeing with the statement "The actions and behaviours of my manager are consistent with the College's 'Building our Collective Future' framework"	58.1%	70% Interim: year on year increases	
Maximising Organisational Capability	Average Number of Conversations Recorded in My Conversations	N/A	5 Conversations Per Employee	We will also monitor % of staff with Start of Year, Mid Year, End of Year conversations recorded in My Conversations; % of staff with conversations recorded.
	% of Goals in My Conversations aligned to College Strategic Goals	N/A	80% Interim: year on year increases	

Outcomes

The People Strategy will enable the following outcomes:

2022-2025

- Staff buy into the college's vision and understand their role in it
- Improved employment relations locally
- Improved utilisation of resources
- Enhanced student experience



2025-2028

- The actions and behaviours of staff demonstrate a one college culture
- External recognition has enhanced the college's reputation as an employer
- Improved community and business connections



2028-2030

- Sector-leading environment of fair work
- Colleagues feel deeply connected with the College's vision
- Staff have the skills to deliver our future ambition
- WCS is an employer of choice



Equality Impact Assessment

Name of strategy:

People Strategy 2022-2030

Provide a brief summary of the aims of the policy and main activities:

This Strategy sets out how we will create a sector-leading environment of fair work, where colleagues feel deeply connected with the College's vision and have the skills to deliver our future ambition.

Assessed by: Natalie Smith, Director Organisational Development & HR

Date: 12/05/2022

This stage establishes whether a strategy, policy, procedure or decision will have a differential impact from an equality perspective on people who share protected characteristics or whether it is "equality neutral" (i.e. have no effect either positive or negative). The protected characteristics are: age, disability, gender reassignment, pregnancy or maternity, marriage and civil partnership, race, religion or belief, sex and sexual orientation.

1. Who will benefit from this?

Students, staff and stakeholders of the College will all benefit from the People Strategy 2030.

2. Is there likely to be a positive impact on people who share protected characteristics, and if so, how? Or is it clear at this stage that it will be equality "neutral"? i.e. will not have a differential impact on any equality group/s?

This strategy is directly relevant to the College's statutory duty to advance equality, eliminate discrimination and promote good relations. Equality, diversity and inclusion are key elements of the strategy and the culture we're building in the college.



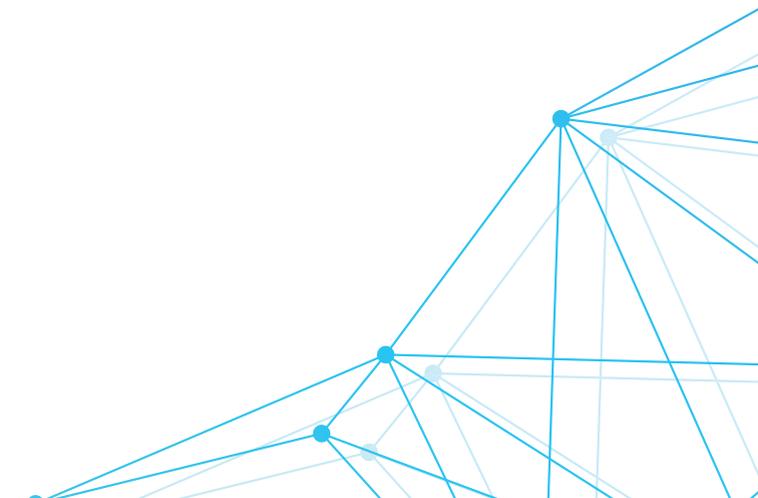
The People Strategy 2030 will have a positive impact on people who share protected characteristics. It will impact positively on employees and students with any of the protected characteristics – age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation – as it seeks to improve equality, diversity and inclusion through developing the ‘Building Our Collective Future’ framework further, introducing College values and building a culture which will enable achievement of our Equality Outcomes.

3. Is there likely to be an adverse impact on people who share protected characteristics? If so, who may be affected and why? Or is it clear at this stage that it will be equality “neutral”?

There will not be an adverse impact on people who share protected characteristics. In fact the People Strategy 2030 will have a positive impact on employees and students with any of the protected characteristics – age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation – as it seeks to improve equality, diversity and inclusion as outlined above.

4. What action will you take to ensure that you are monitoring the impact of this Policy?

The impact of the People Strategy 2030 will be monitored regularly with updates to the College’s Senior Management Team and Board of Management. It will also be monitored annually through the publication of the HR report internally and externally to the College, and the impact that this strategy is having on progress against our Equality Outcomes will be monitored through the Equality Report which is published every 2 years.







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