



HR Strategy – People, Culture & Inclusion

1. Introduction

We recognise and value our people as our most important asset in achieving each of the aspirations within our College's Strategic Plan 2019-2024. The aims outlined in our HR Strategy will help drive the required changes in culture and ways of working that will be needed to ensure the College achieves its strategic goals and our students receive a great experience and positive outcomes. It is through our people that an excellent student experience will be delivered, and this will have a positive impact in our local community.

We need exceptional leaders who champion our culture, live our values, and facilitate high performance through empowering and engaging their teams. We value inclusion and the strategy will have equality, diversity, and inclusion as a key theme, ensuring we have a diverse, skilled, and motivated workforce who are empowered and engaged.

2. Key Themes

Developing & implementing effective HR processes, systems & procedures

Recruit and retain talented, motivated and passionate staff that will drive our success and lead to improved student outcomes

Supporting the development of the workforce and enabling high performance

Enhancing our leadership development provision

Increasing staff engagement through communication, recognition and promoting staff wellbeing

Creating an inclusive and appreciative culture, with equality and diversity at the core

3. Key Deliverables

1. Developing & implementing effective HR processes, systems & procedures

Deliverable	What would success look like
<ul style="list-style-type: none">• Review all HR policies, ensuring that they support the mission, culture and values of the College.• Review the employee life cycle and put in place initiatives to ensure processes are in line with best practice and positively contributes to employee engagement.	<ul style="list-style-type: none">• Staff feel valued by the culture created by revised HR Policy, measured through staff satisfaction, quality improvement and student outcomes.• Staff are engaged through every stage of the employee life cycle, measured through staff feedback, surveys, and exit interviews.

2. Recruit and retain talented, motivated and passionate staff that will drive our success and lead to improved student outcomes

Deliverable	What would success look like
<ul style="list-style-type: none"> • Develop an employer brand, focused on attracting and retaining talented staff, ensuring this directly links to our strategy, culture and values • Undertake skills gap analysis, identifying actions to address these through either recruitment initiatives and/or internal skills development • Create pathways into key recruitment areas through apprenticeships, traineeships and other work experience initiatives • Ensure a focus on internal development pathways • Attract and retain a diverse range of staff to ensure an inclusive and diverse culture that best supports our students in their learning experience • The recruitment process itself, is professional, timely, and effective, leading to positive applicant and employee experience 	<ul style="list-style-type: none"> • Staff are highly performing and feel engaged and motivated, measured through staff satisfaction. • Highly engaged staff leads to quality improvement and improved student outcomes. • Increase in employee retention.

3. Supporting the Development of the Workforce and Enabling High Performance

Deliverable	What would success look like
<ul style="list-style-type: none"> • Creating clearly defined role profiles and develop career pathways. • Implementing a succession planning and talent management methodology to support internal development and progression. • Focus on internal development, including opportunities for secondments, work shadowing etc. • Ensure appraisal process is meaningful with development as a key focus of the process. 	<ul style="list-style-type: none"> • A happy and engaged workforce confident in their roles as demonstrated through student achievement and staff surveys showing improvement in staff feedback over the period of the strategy. • Staff satisfaction increases, student outcomes, attendance and retention improve annually for the duration of the Strategy.

4. Enhancing our leadership development provision

Deliverable	What would success look like
<ul style="list-style-type: none">• Develop a suite of available leadership development programmes and support at various levels.• Establish a provision for internal mentoring and sponsorship.• Create and define a set of leadership behaviours that focuses on a coaching style of management and ensures staff are empowered and engaged.• Create appropriate networks and mentoring support for all managers and leaders of staff.	<ul style="list-style-type: none">• Staff are engaged, feel valued and empowered to make decisions. Measured through staff satisfaction and quality improvement.

5. Increasing staff engagement through communication, recognition and promoting staff wellbeing

Deliverable	What would success look like
<ul style="list-style-type: none"> • Create a culture of staff involvement, empowerment, and appreciation. • Establish regular communication from HR including celebrating success stories and supporting a culture of appreciation. • Create a focus on staff wellbeing. Reducing workloads by implementing streamlined processes and technology-enabled solutions. Create a staff wellbeing group and wellbeing hub on staff intranet. • Review pay, reward and recognition across the College, ensuring that staff are appropriately rewarded and recognised. 	<ul style="list-style-type: none"> • Staff feel empowered, appreciated, and engaged. Measured by staff surveys over the period of the strategy. • Staff are engaged and highly performing, evidenced by improved teaching and learning outcomes demonstrated through the Quality Framework.

6. Creating an inclusive and appreciative Culture with Equality & Diversity at the core

Deliverable	What will success look like
<ul style="list-style-type: none"> Promote Equality, Diversity & Inclusion across the College, ensuring the College values are embedded across the organisation. Create equality networks to raise the profile of EDI and ensure appropriate EDI training provision for all staff. Ensure meaningful EDI analytics are available, creating an action plan with specific, realistic, and measurable actions to address areas of under-representation. Specific focus on representation in management roles. Establish an internal mechanism for mentoring and sponsorship with a focus on areas of under-representation. 	<ul style="list-style-type: none"> A confident, happy, diverse and workforce, representing our local community. An inclusive culture that seeks a diverse range of views, leading to better decisions and outcomes for our students.

4. HR Values

The HR team will ensure that we role model our inclusive culture, ensuring we listen to staff and be open and transparent in our communications. We value positive engagement with our staff and recognised trade unions as we recognise that the College will have better outcomes if we are inclusive and consider a diverse range of ideas and opinions.

In line with the HR Professional Body, CIPD, we will be principles-led, evidence-based and outcomes-driven. Where possible, we will use data to provide an evidence base for decision-making and we will demonstrate integrity in our actions, ensuring we work with all areas in a way that creates a positive and healthy work environment.