



OUR PEOPLE STRATEGY

2021/25

WHERE DO WE WANT TO BE? - IN SUMMARY

Attracting and retaining our people with the required skills for a workforce of the right size, shape, cost, and agility.

OUR WORKFORCE

Providing a safe and healthy working environment for our people, placing wellbeing at the heart of staff experience, encouraging our people to maintain and promote their health and those of others.

OUR HEALTH AND WELLBEING

Creating capability by motivating and engaging our people with their learning and development for all required skills and the adaptability and agility for change.

OUR LEARNING AND DEVELOPMENT CULTURE

Attracting and motivating our people with an attractive reward offer including pay and non-financial elements, recognising and acknowledging good performance.

OUR REWARD AND RECOGNITION

Nurturing a working environment in which our people are inspired to give their best every day, actively engaging with the aims and values of the college with opportunities to contribute to its community, decision-making and future direction.

OUR STAFF EXPERIENCE AND ENGAGEMENT

Welcoming to all, supporting, encouraging and developing our people regardless of background – respecting diversity and promoting inclusion.

OUR STAFF EQUALITY, DIVERSITY AND INCLUSION

Being guided by the staff governance standard, working in partnership with trade unions, ensuring that our people are well informed, involved in decisions which affect them and are treated fairly and consistently.

OUR EMPLOYEE RELATIONS



OUR VISION

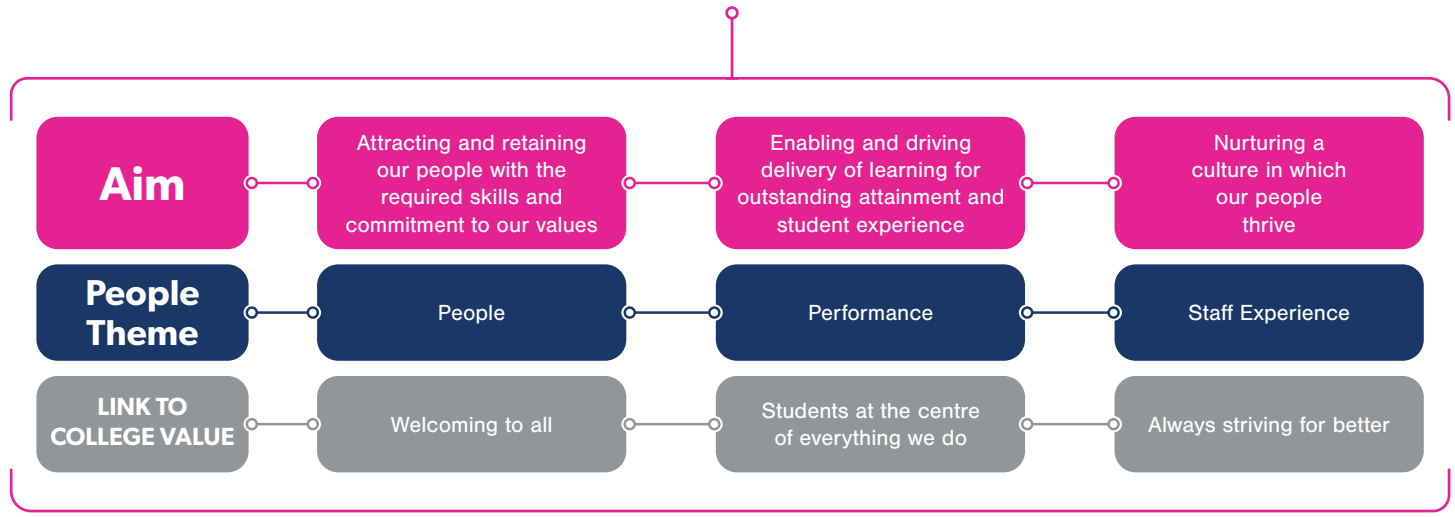
is to develop a highly skilled, enterprising and resilient workforce.

THE STRATEGIC GOALS

OF THE COLLEGE'S 2021-2025 STRATEGIC PLAN ARE:



The purpose of the People Strategy is to provide an effective framework to achieve the above vision and goals and is structured around the following aims, themes and values:



SEVEN KEY AREAS WHICH THE PEOPLE STRATEGY INCORPORATES:

- Workforce
- Health and Wellbeing
- Learning and Development Culture
- Reward and Recognition
- Staff Experience and Engagement
- Staff Equality, Diversity and Inclusion
- Employee Relations

OUR WORKFORCE

WHERE ARE WE NOW?

The college has an excellent reputation and strong identity with opportunities for career development, job security and a flexible approach to work-life balance.

The volume and quality of applicants for posts is strong and very few vacancies are unfilled. The college's selection process ensures the validity of selection decisions to recruit the optimum candidates. The college's Student Association are involved in lecturing selection processes.

Levels of retention are stable with an employee turnover rate of 14%, in line with the sector national average of 14% (Source: Office for National Statistics 2019) and an average rate over the last three years also of 14%.

All leavers are invited to complete an exit interview to identify reasons for leaving and offer the opportunity for valuable feedback.

A workforce planning exercise and resultant workforce plan is developed each year to ensure the organisation achieves its workforce requirements –

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in regards to people and succession planning and suitability of roles, now and for the future.

A flexible bank resource of staff is also in place to meet short term staffing requirements – such arrangements are on a fixed term, contractual basis, avoiding the use of 'zero hours' contracts.

HOW DO WE GET THERE?

Ongoing work to enhance the college's reputation as an employer of choice, with a promotion of the favourable employment offer of competitive pay, generous leave entitlement, pension provision, opportunities for development and other employee benefits.

Reviewing staff structures as part of the annual and ongoing workforce planning exercise to achieve - within the staffing budget - the optimum mix of types and numbers of roles to deliver and support learning to ensure enhanced student experience and attainment.

Establishing an integral link between workforce planning aims and learning and development activities whether at individual or team level, to develop and improve required skills.

Reviewing the college's staffing processes against the five Fair Work dimensions to further improve staff experience and the reputation of the college as an employer.

HOW WILL WE RECOGNISE SUCCESS?

The first indicator is the achievement of a zero unfilled vacancy rate. A further indicator is an ongoing, stable employee turnover rate and favourable feedback from leavers from the organisation. The final indicator is a workforce with the required mix of roles, skills within the staff cost envelope of the college's budget.

OUR HEALTH AND WELLBEING

WHERE ARE WE NOW?

The college provides a safe, healthy working environment through effective induction, supportive line management with additional support from health and safety and HR partners, sickness absence management, wellbeing initiatives and access to occupational health, counselling, physiotherapy, flu vaccinations and an employee assistance service for all staff.

99% of respondents in the 2020 Staff experience survey agreed that the college takes positive action on health and wellbeing.

Whilst respondents in the above

survey felt supported by colleagues (94%) and by their line manager (89%), workplace stress, primarily related to workload, is reported as having been experienced by 34% of respondents in the previous 12 months. At a college, team and individual level appropriate support and interventions are made to address this.

The average sickness absence rate for 2017 -2020 was 5.3%.

The college currently has NHS Healthy Working Lives Silver Award accreditation.

WHERE DO WE WANT TO BE?

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5.3%

Was the average sickness absence rate for 2017 -2020

HOW DO WE GET THERE?

Through continuing to support and promote staff's health, safety and wellbeing. We will be achieving this through raising awareness, delivering initiatives and providing preventative information and activities which take a holistic approach to staff's health and wellbeing. This will support developing a culture of respect, from the perspective of fair work, and encouraging open conversations regarding health, safety and wellbeing.

We will embed a network of Mental Health Support Volunteers to provide mental health support to staff in the workplace.

Further work will be undertaken to support managers in managing and promoting health and wellbeing within their teams, in particular to manage workplace stress, ensuring effective support, communication, manageable workload and work/life balance through agile working and other measures. This will ensure colleagues receive dignified treatment, social support and develop trusting relationships with their manager and across their team.

We will continue to use the Health and Safety Committee as a forum for discussion. The committee's remit will develop to include discussion regarding staff health and wellbeing.

The college will continue to monitor, develop and improve safe working practices within the organisation

HOW WILL WE RECOGNISE SUCCESS?

A key indicator will be a sickness absence percentage of 4% or lower.

Favourable feedback gathered through the annual Staff experience survey and an aim of zero reportable health and safety incidents are further indicators.

OUR LEARNING AND DEVELOPMENT CULTURE

WHERE ARE WE NOW?

All staff have the opportunity to further their own learning and development and the college invests significantly in ongoing professional development activities. The college and its associated partners offer a range of development opportunities to all staff and these are underpinned by a commitment in time and financial terms for these to be undertaken.

All staff undertake a personal learning planning activity annually to identify learning and development requirements.

All new staff undertake a corporate induction covering essential statutory and mandatory training and introduction to college values,

practices and processes.

Activities focussed at developing managers' skills and capacities are also undertaken.

Annual conferences are held which address thematic learning and development needs, for example on trauma informed practice and digital pedagogy. As well as role-specific training opportunities like health and safety, each year all staff complete mandatory training in equality and diversity, cyber security, the Prevent duty, GDPR and safeguarding. This ensures that staff are confident to undertake their roles and responsibilities.

WHERE DO WE WANT TO BE?

Creating capability by motivating and engaging our people with their learning and development for all required skills and the adaptability and agility for change.

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The college is Investors in People Gold accredited which signals a commitment to the growth and development of staff to their full potential.

HOW DO WE GET THERE?

By focussing on the Fair Work dimensions of 'opportunity' and 'fulfilment', equipping staff with necessary skills and foster behaviours to ensure excellent student experience and attainment, embodying the college's values. In particular reviewing and developing an enhanced induction for new lecturers, linking to their professional standards.

Providing support to enable efficient and effective working practices, through a culture of collaboration and clear ways of working. For staff fulfilment, providing autonomy, the opportunity to problem solve and take the initiative.

Creating a community of supportive, empathetic managers and leaders to foster an inclusive, collegiate environment. Managers and leaders embody college values and have the capability and confidence to engage, develop, support and challenge their aligned staff.

Equipping managers and leaders with the required skills and confidence to successfully respond to, adapt to, enact and manage change as well as the capabilities to engage, develop, support, challenge and promote excellent performance within their aligned staff.

To do so managers and staff

will be expected to commit to their continuous professional development utilising the college's personal development process. A demonstrable link will be essential in linking the learning and development activities which are committed to with the college's aims and priorities. A further element of objectives and review will be added to the personal development process.

Using the Investors in People framework, further improvements to the college's learning and development culture will be undertaken.

HOW WILL WE RECOGNISE SUCCESS?

The indicators for success are having staff with the required skills, performing highly in appropriate roles to realise the college's vision and aims – quantified through a monitoring and evaluation of the personal

development process and activities which are undertaken, together with achieving Platinum Investors in People accreditation and engagement with its framework.

OUR REWARD AND RECOGNITION

WHERE ARE WE NOW?

Core elements of employee reward are set nationally within the college sector.

For support staff pay awards are applied nationally and work is continuing to on a national job evaluation exercise for the sector. Lecturers' pay has been harmonised nationally. Other concluded national negotiation includes some other elements of employee reward such as leave which offers generous annual leave to both staff groups.

The college is a Real Living Wage Accredited Employer. Staff are paid at least the real living wage, including the modern apprentices we employ.

In addition to pay and annual leave, the reward offer for staff includes a

career average earnings pension scheme (benefitting from employer contributions, life cover and ill health protections), generous special leave entitlements (in excess of statutory requirements) and access to a range of other employee benefits such as retail discounts, cycle to work scheme and free physiotherapy.

Opportunities are available for flexible working to support work-life balance.

Recognition is afforded to staff for outstanding performance and contribution at the 'Celebrating Success' staff event annually.

In terms of the Fair Work dimension of 'security', the college does not make use of zero-hours arrangements ensuring fairness and predictability of

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earnings. The college is committed to job security for its staff, through a Protection of Employment policy. Leadership, management and planning is focused on enhancing and safeguarding the sustainability of the organisation and employment through effective financial stewardship. The college does not make use of 'fire and rehire' employment practices. National terms and conditions provide a route map for eligibility to permanent employment for fixed term staff.

HOW DO WE GET THERE?

The college will implement national pay and other reward elements of terms and conditions.

Awareness raising of the reward offer will be undertaken for existing and prospective staff.

Further opportunities to enhance employee

benefits will be explored and developed.

The 'Celebrating Success' event will be adapted and improved to better offer opportunities for recognition of staff effort and performance.

The college will continue its commitment to protecting employment.

HOW WILL WE RECOGNISE SUCCESS?

The indicators for success is a zero unfilled vacancy rate, ongoing monitoring and reporting on employee turnover and favourable staff experience survey results for areas associated with reward and recognition.



The College has an annual Recognition Awards to celebrate the contributions and successes of staff.

OUR STAFF EXPERIENCE AND ENGAGEMENT

WHERE ARE WE NOW?

The college's staff satisfaction level is 89% - using the indicator of respondents 'agreeing' or 'strongly agreeing' with the statement: 'I am enthusiastic about my job' in the staff experience survey (2020).

The above survey indicated significant strengths with the principal's communication with staff – various methods are used and events take place to inform and engage with staff throughout the organisation.

Activities enhancing staff experience are undertaken in relation to health and wellbeing and college community. An 'ideas lab' staff suggestion scheme is in place.

However, the above survey also identified areas of focus for the college in relation to communication, involvement in decision-making.

HOW DO WE GET THERE?

Involving all staff in the development of staff experience and engagement improvements, with areas of focus identified from the staff experience survey.

Guided by the principle of Fair Work 'effective voice', the college will implement such improvements in partnership with trade unions, managers and staff.

Ensuring staff have the opportunity to have a voice, through mechanisms such as the staff survey and college-wide and team interactions, and are encouraged to contribute their experience, expertise and ideas to improve staff experience and engagement further.

Continuing the 'ideas lab' staff suggestion scheme to enable staff to be able to share good ideas to support college aims.

HOW WILL WE RECOGNISE SUCCESS?

The indicators for success will be the ongoing monitoring and reporting on employee turnover and favourable staff experience survey results for areas associated with staff experience and engagement.

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Nurturing a working environment in which our people are inspired to give their best every day, actively engaging with the aims and values of the college with opportunities to contribute to its community, decision-making and future direction.

89%
staff satisfaction

'Agreeing' or
'strongly agreeing' to
'I am enthusiastic
about my job'

Staff experience survey
(2020)

OUR STAFF EQUALITY, DIVERSITY AND INCLUSION

WHERE ARE WE NOW?

The college is committed to its core value of being welcoming to all, has an equality action plan in place to ensure all staff, regardless of protected characteristic, are welcomed, retained and developed. A specific gender equality action plan is also in place.

The college is a 'Disability Confident Leader' employer in relation to attracting and retaining people with disabilities.

Equality and diversity is a focus for all staff induction and management training

in regards to discrimination and unconscious bias.

The college is Silver LGBT Charter Mark accredited and has the Carers' Positive Engaged Award, Bronze Armed Forces Covenant and is a certified Breastfeeding Friendly workplace.

The college monitors and reports on the fairness and effectiveness of equality and diversity activities through workforce monitoring.

WHERE DO WE WANT TO BE?

Welcoming to all, supporting, encouraging and developing our people regardless of background – respecting diversity and promoting inclusion.

HOW DO WE GET THERE?

The college will take forward all actions within the gender equality action plan, such as positive action initiatives to address gender-based occupational segregation and supporting the younger workforce. In regards to race equality, the recruitment and selection policy will be revised in line with the Scottish government's minority ethnic recruitment toolkit in order to encourage applicants from this group.

The college will improve awareness of managers and others involved in recruitment of unconscious bias through relevant training.

Undertaking further work to focus and encourage applicants from across the community and removing

any real or perceived barriers to employment from applicants and from making a full contribution to the college's work once in post.

In conjunction with the Mainstreaming Equality Committee', further positive action employee recognition awards and certification from organisations promoting equality for groups with protected characteristics will be explored and achieved.

The approach to staff recruitment and retention will be guided by the Fair Work dimension of opportunity – to promote access to and progress in employment for all.

HOW WILL WE RECOGNISE SUCCESS?

The college will use equality and diversity reporting to identify and indicate the extent to which the college attracts and employs staff reflecting the diversity of the local community.

A further indicator is the staff experience survey results from areas focussing on equality and diversity.



The college is a 'Disability Confident Leader' Employer



OUR EMPLOYEE RELATIONS

WHERE DO WE WANT TO BE?

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WHERE ARE WE NOW ?

The college has local forums focussing on employee relations with a Joint JNCC (Joint Negotiating and Consultative Committee) for UNISON and EIS.

There are open channels for trade union – management communication outwith the above formal meetings.

Employee relations have been influenced by the national bargaining landscape, progress has been made regarding matters which can be consulted upon locally.

The college is committed to the Colleges Scotland Staff Governance Standard and the principle of Fair Work ‘effective voice’.

Staff are enabled to have a voice at all levels, including staff representation at Board level.

All staff have opportunities to engage with senior management and across the full college, including conferences and informal engagement sessions.

HOW DO WE GET THERE?

The college will continue to work in partnership with trade unions, taking a constructive approach to employee relations. The college will continue

to engage and consult with all staff as appropriate.

HOW WILL WE RECOGNISE SUCCESS?

The indicators for success will be a constructive climate for management-trade union partnership working and favourable staff experience survey results in regards to decision making and communication.

Monitoring and reporting will also be undertaken on the use of formal grievance procedures, whether individual or collective.

Implementation, monitoring and review of The People Strategy

The People Strategy will be monitored by the Finance & General Purposes Committee and at whole Board level.

The People Strategy will be reviewed in 2025 in conjunction with the Strategic Plan.

The People Strategy will be taken forward by the Vice Principal (Finance & Corporate Services) and Head of HR and People Development with key indicators for success being monitored and actions undertaken.

The People Strategy incorporates the college's commitment to Fair Work, informed by the Fair Work Convention's five dimensions of: effective voice, opportunity, security, fulfilment and respect. The table below shows the relationships between these:





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