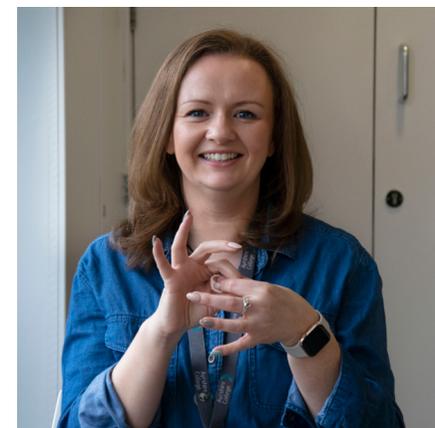


Ayrshire College People Strategy 2022 - 2025



INTRODUCTION

This People Strategy places our staff at the heart of the College.

Our people are key to the successful delivery of the College's 2030 Statement of Ambition and Refresh and Renew Plan 2021-2024 through the collective contribution of our talents and skills.

The Strategy sets out how the principles of fair work and our values will continue to develop the College culture and enable a positive environment through which our people will thrive and be successful.

The People Strategy also supports the Board of Management (BoM) and Senior Leadership Team (SLT) in delivering the College's strategic ambitions.



Strategy Context

The People Strategy is aligned with a range of strategic frameworks and elements which shape and influence the leadership of our people.

Fair Work Framework

The 2016 Fair Work Convention introduced a Framework which defines fair work as work that offers effective voice, opportunity, security, fulfilment and respect. This People Strategy embeds these principles to enable the effective leadership of our staff.

Investors in People (IiP) Framework

The College has since its inception in 2013, maintained IiP accreditation. The updated IiP Generation VI framework and its nine indicators provide a methodology to support and improve the leadership of our people and the continuing development of the College culture:

- Leading and inspiring people
- Living the organisation's values and behaviours
- Empowering and involving people
- Managing performance
- Recognising and rewarding high performance
- Structuring work
- Building capability
- Delivering continuous improvement
- Creating sustainable success



Strategy Context (continued)

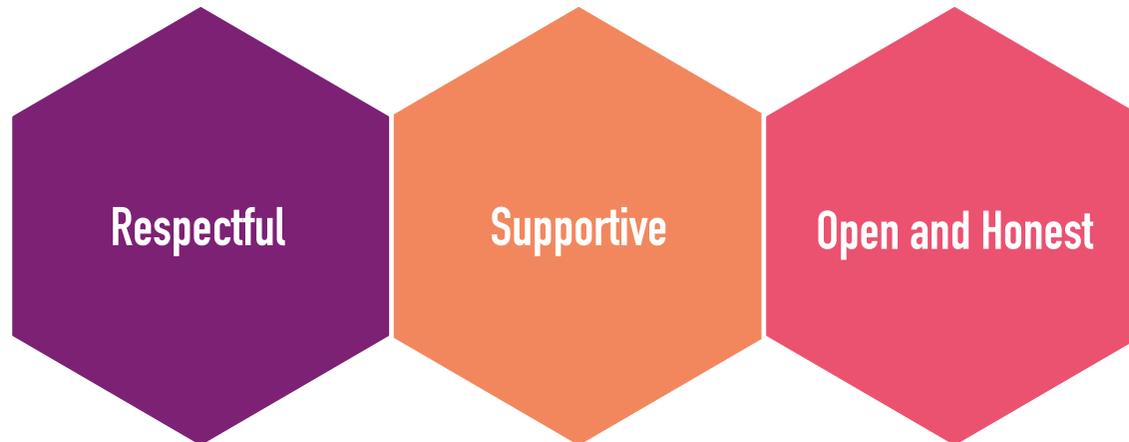
Statement of Ambition

The People Strategy supports and enables the College's 2030 Statement of Ambition. The overarching ambitions are:

- To be an accessible, inspirational and inclusive place to work and learn
- To support, empower and inspire our staff and students
- To be a high performing, environmentally responsible college recognised for excellence, equality and integrity

Our Values

The College culture will continue to be shaped by our values which are at the heart of everything we do and guide our actions and behaviours:



Strategy Aims

The People Strategy is shaped around key interdependent aims:

Aim 1 | Looking after our people

Aim 2 | Improving organisational effectiveness

Aim 3 | Growing for the future

Aim 4 | Developing our culture and belonging



Looking after our people

Our people feel valued and supported and recommend the College as a good place to work.

To achieve this aim we will:

1. Create a safe and healthy work environment where staff wellbeing is central to all business decisions.
2. Continue to work in collaboration with our partners and key agencies to enable and support staff to maintain positive wellbeing, good physical and mental health, achieve balance across work and life, in order to fulfil their potential.
3. Continue to work with Investors in People or other accreditation framework to gain feedback on the impact and effectiveness of workforce leadership and staff satisfaction, to inform organisational development.
4. Recognise the achievements of our staff in supporting and maintaining our values, contributing towards the success of the College and development of our culture.
5. Continue to give the highest priority to workplace safety, to ensure that risk is managed effectively, and that all relevant information and resources are available to support staff in their work activities.



Improving organisational effectiveness

We make the best use of our talents, skills and resources to work effectively and support the highest quality of learning, teaching and service delivery.

To achieve this aim we will:

6. Embed workforce planning at all levels of the College to support the ongoing review and development of curriculum and service functions, taking account of all external and internal factors.
7. Lead and support the ongoing implementation and review of the hybrid working pilot programme in the post-pandemic period, to enable appropriate agile working approaches, consistent with College operational requirements.
8. Support the ongoing development of the College Leadership Team and sustain continuous organisational improvement through the College Operating and Enhancement Plan.
9. Continue to embed the College Operating and Enhancement Plan (COEP), Team Operating and Enhancement Plan (TOEP) and Professional and Personal Development Review (PPDR) processes to engage and involve all staff in the College's strategic objectives and priorities through evaluative discussion, reflection and feedback.
10. Encourage and enable collaboration across teams to support communities of development in order to share information, expertise and good practice.



Growing for the future

Our people are skilled, engaged and empowered to deliver the College's ambitions.

To achieve this aim we will:

11. Design and deliver accessible and flexible programmes of staff learning and development which are aligned to the workforce plan and support the skills and talent pipeline for the College's future ambitions.
12. Embed staff learning as part of the way we work through supporting a range of models and programmes of development to meet curriculum and support team requirements.
13. Continue to develop our leaders and managers to support and enable staff engagement, inclusion and success.
14. Continue to support innovation and transformation across all College teams and enable all staff to have the opportunity to contribute to and influence the future direction of the College.



Developing our culture and belonging

Our values will drive all that we do, reflected in our every day behaviours

To achieve this aim we will:

15. Foster and enable positive employee relations through supporting and facilitating the work of the Local Joint Negotiating and Consultative Committees (LJNCCs) and also contributing to the processes of national bargaining as appropriate.
16. Provide leadership to the work of the Values, Inclusion, Equality and Wellbeing (VIEW) steering group and its associated sub-groups to support the on-going development of an inclusive, accessible and supportive College culture.
17. Enable all staff to align their own objectives, values and behaviours with those of the team and the College through the Personal and Professional Development Review (PPDR) process.



18. Provide leadership on delivering the College's Equality Outcomes and mainstreaming equality, diversity and inclusion across all areas of College life and work.
19. Continue to build capacity across the College to ensure that staff are trained and developed on all protected characteristics and thereby embed equality across all College functions, processes, and practices.
20. Continue to develop tools such as Equality Impact Assessment (EqIA) and achieve appropriate external accreditation to support the development of an inclusive culture.



Measuring Success

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

Strategic Aim	Key Performance Indicator	Baseline Position	2025 Position	Governance Reporting
Looking after our people.	The College has improved its level of liP accreditation.	Gold	Platinum	SLT and BRIC
	Staff consistently rate the College as a great place to work.	77%	88%	SLT and BRIC
	Reduction in rate of accidents and incidents.*	26.83 Staff, 8.37 Students	20 Staff, 6 Students	SLT, BRIC and BoM
	Achieve staff wellbeing accreditation award.	-	Accreditation Achieved	SLT and BRIC
Improving organisational effectiveness	Staff agree that they are encouraged by their manager to be innovative and creative in their roles.	85%	95%	SLT
	Staff agree that they receive recognition for the work they carry out.	58%	68%	SLT and BRIC
	Staff report that they have agreed objectives with their line manager.	65%	75%	CLT and SLT
Growing for the future	Staff have trust in the College leadership.	69%	79%	SLT and BRIC
	Staff report that they have opportunities to learn at work.	78%	88%	CLT and SLT
Developing our culture and belonging	The College has increased the number of staff declaring a disability/long term health condition.	7%	10%	SLT, BRIC and BoM
	Staff agree that the College has clear values.	88%	98%	SLT, CLT and BRIC

* Accident Rate = Total Accidents / Number of Persons at Risk * 1000 (based on HSE Accident Incidence Rate (AIR))

Accessibility

Ayrshire College is fully committed to challenging discrimination, advancing equality of opportunity, promoting inclusion and celebrating the diversity of all of its students, staff, visitors and partners.

To request a copy of this publication in another format please contact us:

Tel: 0300 303 0303

Email: marketing@ayrshire.ac.uk

Disclaimer

Ayrshire College has made every effort to ensure that the information contained in this publication is accurate at the time of printing. Please visit www.ayrshire.ac.uk for the most up-to-date course information.

Apply online today at
www.ayrshire.ac.uk

Follow us on



Ayrshire College is a registered Scottish charity. Reg No SC021177



www.ayrshire.ac.uk

Ayrshire College is a registered Scottish charity. Reg No SC021177