

Item	People & Culture Strategy
Committee	Human Resources Committee
Date paper prepared	28/05/2025
Date of committee meeting	03/06/2025
Subject	People & Culture Strategy progress update report on what is being achieved and delivered in line with the 2023 – 2025 priorities within the strategy.
Author	Vicky Ferguson
Action requested	<input checked="" type="checkbox"/> For Information <input checked="" type="checkbox"/> For Discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For Endorsement <input type="checkbox"/> For Approval
Purpose of the paper	To provide the HR Committee with a progress update report.
Brief summary of the paper	The purpose of the strategy is to ensure a framework and infrastructure which will attract, retain, develop and support staff to perform well and achieve the aims of the College as well as their personal objectives. This paper provides an update on the 2023 – 2025 priorities within the strategy.
Consultation How has consultation with partners been conducted?	The strategy was presented to the transition board in June 2023 and approved the HR Committee and the Executive Leadership Team in November 2024.
Risk implications	That we will not attract, retain, develop and support staff to perform well and achieve the aims of the College as well as their personal objectives.

Item	People & Culture Strategy
Link with strategy	North, West and Hebrides Strategic Statement
Equality, Diversity and Inclusion	The strategy is compliant with our Equality, Diversity and Inclusion Policy.
Paper status	<p>Highlight the paper status in the list below:</p> <p><input checked="" type="checkbox"/> Open – the paper may be circulated to non-members of the committee and published online without restriction.</p> <p><input type="checkbox"/> Restricted – the paper must not be circulated to non-members or published online until after the committee meeting.</p> <p><input type="checkbox"/> Confidential - the paper must not be circulated beyond the committee members and should not be published online. [Please note papers may still be subject to Freedom of Information requests, as specified in the next section].</p>
Freedom of information (FOI)	<p>Highlight the FOI status in the list below. Refer to NWH Freedom of Information Site for more information:</p> <p><input checked="" type="checkbox"/> Open</p> <p><input type="checkbox"/> Closed – disclosure would substantially prejudice a programme of research.</p> <p><input type="checkbox"/> Closed – disclosure would substantially prejudice the effective conduct of public affairs.</p> <p><input type="checkbox"/> Closed - Disclosure would substantially prejudice the commercial interests of any person or organisation.</p> <p><input type="checkbox"/> Closed - Disclosure would constitute a breach of confidence actionable in court.</p> <p><input type="checkbox"/> Closed - Disclosure would constitute a breach of the Data Protection Act.</p> <p><input type="checkbox"/> Closed - Other, please specify.</p>
Freedom of information (FOI) disclosure date	<p>If closed/ withheld is selected above, enter the date when this will become 'open':</p> <p>Click or tap to enter a date.</p>

People & Culture Strategy 2023-26

The purpose of the People & Culture strategy is to ensure a framework and infrastructure which will attract, retain, develop and support staff to perform well and achieve the aims of the College as well as their personal objectives. It is designed to promote a culture that reflects the College's values and behaviours and achievement of its vision and mission.

Six overarching themes underpin the strategy:

Culture

Developing a culture that brings our values to life, in which every individual feels fully engaged in the College's mission, knowing how they contribute to the collective endeavour and confident that they will be recognised and rewarded for their efforts.

Wellbeing

Create a progressive, collaborative and healthy working environment which is conducive and beneficial to both the staff and student experience and beyond.

Attract

Ensure that the college is an employer of choice, attracting the highest quality people locally and into the area to enhance the student experience, whilst ensuring equality of opportunity and working towards increasing the diversity of our staffing profile and that of the local community.

Develop

Develop, Support and Empower staff to develop their skills, knowledge and competencies and enable them to achieve their career ambitions, with each individual staff member motivated to directly contribute to the strategic goals of the College.

Motivate

Valuing, recognising and rewarding staff contributions appropriately. Ensuring effective engagement, transparency and excellent communication.

Leadership

Develop excellent leadership and management capability, ensuring line managers have the appropriate skills and are empowered to lead by example, creating an environment where staff and students feel motivated and can achieve success.

Priorities

In the first 2 years of the merged college, the priorities within the strategy focused on a need to establish the structure and working practices of the college and develop its culture. It was recognised that our staff would face significant change over this period, which could impact performance and morale. To this end, our priorities took account of the need to ensure effective communication, consultation and support for staff and students.

Our focus for 2023 - 2025:

- Clear and regular information and communication across all parts of the new college and effective engagement of staff and students
- Effective consultation to ensure the views of staff and students are heard and taken account of in decision making
- Establishing a leadership which is visible, approachable and supports effective performance

- Developing the culture and ethos of the College aligned to its mission, vision, values and behaviours
- Provision of and engagement with training and development to support college and staff performance and student success.

Our priorities for 2023 - 2025:

Action	Update	Status
To implement a programme of regular communication and engagement with staff	Staff Forums Local Joint Committee meetings Staff Ambassadors Campus Connect Staff Newsletters Team Briefs	In progress
To consult on proposals for organisation structure and implement the outcome within year one of the new college	Weekly meetings with Unions, individual consultations with staff. Due to the joint union dispute the structure could not be implemented within year one.	In progress
To establish and implement a staff training and development programme	The performance appraisal process was delayed until the beginning of 2025. The process will be rolled out in September each year going forward. Training requirements are still being collated following the completion of the 24/25 appraisal process. Management training has been sourced through Anderson Strathearn, CDN's Leadership and Management programme training. CDN Delivery Agreement.	In progress
To establish effective working relationships with trade unions	Meet on a weekly basis during the restructure consultations. Regular meetings ceased when dispute was raised. Next scheduled meeting is on 23 rd June 2025. There have been internal changes within Unison management and we have three new local EIS representatives.	In progress
To establish a staff survey in the first 2 years of the college	Stress Survey rolled out on 1 st May. In discussions with IIP regarding their Wellbeing Framework.	Complete
To establish a comprehensive suite of family friendly policies within the first 2 years	Maternity, Paternity, Adoption and Flexible Working policies implemented	Complete

To establish a robust performance management policy and practice within the first 2 years, including a system of recognition and reward	GTCS accredited Annual Performance Management policy and procedure implemented. Pay Mapping Long Service Awards	Complete
To hold a staff conference at the end of year two	This has not taken place however there have been numerous departmental residentials that have proved to be very productive and positive.	Incomplete