

Finance and Resources Committee

27th November 2025

People Services Report – People Strategy

1.0 PURPOSE OF PAPER

For information

- 1.1 This paper is to provide the Finance and Resources Committee with an update and progress on the People Strategy 2025-2030 and associated KPI's. This paper also closes off the Workforce Strategy 2022-2025.

2.0 EXECUTIVE SUMMARY

- 2.1 This paper includes an update on work undertaken with regards to the People Strategy to date.

3.0 RECOMMENDATION(S)/ACTION(S) REQUIRED

- 3.1 I recommend that the Finance and Resources Committee: -
- 3.1.1 consider the contents of the paper and comment or ask any questions.

4.0 BACKGROUND

- 4.1 This is an annual update in line with the Finance and Resources Committee ToR 2.6/2 and 16/2.17.
- 4.2 The Workforce Strategy has now come to an end and a final report on progress is included in the table at 5.1.
- 4.3 The People Strategy to 2030 will have its internal launch through a Leadership Forum session on 27th November, 2025 and action planning on implementation will commence with feedback from staff and key stakeholders. An update to date is provided in table 5.2.
- 4.4 You will note the change of emphasis with the change from Workforce Strategy to People Strategy. This aligns the strategy with the conscious change of the department to People Services. Our people are our most valuable asset and the highest cost to the College. We see every individual as a person and not as a resource to be used. This is an important cultural

change and aligns with our core values as being respectful, responsible and people-centred.

5.0

5.1 Workforce Strategy 2020-2025

The Workforce Strategy was approved by Board in the later part of 2020.

The table below shows the priority actions which were identified as part of the strategy along with a high level update on some of the progress to meeting those actions.

Priority Action	Progress at November 2024
Listen and Respond to our staff	We are in our fourth year of working with Great Places to Work. Survey results have been shared with managers of departments and will continue to be monitored throughout 2025/26. The Principal and the Director of People Services meet monthly with EIS-FELA representatives locally on an informal basis and a schedule of formal Local Joint Consultation and Negotiation Committees take place at least four times during the academic year with EIS-FELA and UNISON. We have just recently signed a Local Recognition and Procedures Agreement with UNISON which will strengthen the voice of the staff they represent. Changes as a result of these informal meetings, where appropriate, can be implemented quickly. A Staff Voice Group has been created to enable an equal voice to those staff who are not represented by Unions. This group has just been established but is working well and is representative across academic and professional services departments. They will be engaging staff in

	feedback to management on a number of engagement and wellbeing initiatives. All of this work will continue within the new People Strategy as a key deliverable through all of the themes.
Enhance the digital skills of all staff	Staff continue to advance their digital skills and make use of the technology available on campus. We have launched the JISC Digital toolkit to measure and respond to development needs. This work will be picked up within the new People Strategy within Developing Exceptional People and People Leaders.
Deliver engaging and thought-provoking equalities training	We have embarked on a programme of staff development embedding trauma informed practice into all that we do. We have two trained Trauma practitioners and are working with CDN to progress a culture change to truly embrace this working practice. A Steering Committee has been established and an action plan is being developed to help us to meet all of the criteria to be a truly a trauma informed College. Further work will be undertaken with the Leadership Forum on how trauma informed practice is being embedded throughout the College. This work will continue in the new People Strategy within Valuing Diversity.
Further embed values and behaviours	The new values for Vision 2030 are well understood and owned by staff as they were created by our staff. The new People Strategy embeds our values throughout. Respectful, Responsible and People Centred.

5.2 **People Strategy Update**

The People Strategy was approved in October 2025.

The table below shows the key areas of activity which were identified as part of the strategy along with a high level update on some of the progress to meeting those actions.

Priority Action	Progress at November 2025
Attracting and Retaining Great People	Our Finance Team are engaging with budget holders to discuss budget allocations, planning and reviews which is informing and training managers in workforce planning through budget control and setting. We have tasked our newly formed Staff Voice Group to gather feedback from our people on the types of staff recognition programmes they want to see. We remain Great Place to Work Certified, and are listed as a Great Place to Work for development, wellbeing, women and education.
Developing Exceptional People and People Leaders	We have a training and development plan developed with managers and approved by SLT for 2025/26 including both professional and specialist development. We have engaged with JISC to measure digital skills in order to develop programmes of delivery to up skill staff and make sure that they are digitally competent for their role. We are measuring completion rates for Staff Performance Development Reviews which ensures that we are gathering data on training needs. We have developed a programme for leaders and managers which includes

	equality, trauma informed practice, sustainability, resilience, challenging conversations, coaching and autonomy. We are working with Worldskills to enhance our CPD offer to delivery staff. We have 6 staff on TQFE and are delivering PDA – Teaching in FE and L&D 9 and 11 in house. We have funding ear- marked to enable one member of our finance team to undertake ACCA.
Valuing Diversity and Promoting Wellbeing and Inclusion	We have tasked the new Staff Voice Group with gathering further information from staff on what wellbeing activities they would like to see in addition or as alternatives to what we already provide. We have a Work, Rest and Play day at the end of session, a weekly optional wellbeing hour, an Active Campus Co-ordinator who organises activities weekly for staff (walks, weight lifting, bocchia etc). We have asked our EDI Officer to develop a model for engaging with diversity champions and will take forward this work in consultation with our people.
Investing in a Healthy Culture	We are currently revising our interview question set to ensure that our new values; respectful, responsible and people-centred are embed in our recruitment processes and are measured at recruitment. We have launched a pilot scheme within the College to widen access to flexible working and a condensed working week. Our Staff Voice group have been tasked with gathering feedback from staff on how they would like to be recognised and celebrate positive behaviours and contributions.
Enable Great Performance and Delivery	Our focus for the Staff Development Day in December is to share good practice across sectors with each sector delivering two sessions on areas of good practice identified in their sector. This will include embedding sustainability across the curriculum, AI and alternative assessment methods.

KPI data as at 31st October, 2025

Theme	Measure	Baseline	Target (2026)	Performance to 31.10.25
Attract and Retain	Vacancy Rate Voluntary Turnover	1% 8.6%	1% 8%	0.7% 1.2%
Develop Skills and Leadership	Internal Promotions * Leadership Effectiveness survey scores	67% 72%	68% 73%	0% 72%
Diversity and Wellbeing	Diversity Disclosure rates Absence Rates	87% 4%	90% 5%	87% 2.8%
Positive Culture	Engagement Score	76%	78%	76%
Performance	Performance reviews completed **	78%	90%	26%

*subject to relevant opportunities being available

**not including those on long term sickness/maternity leave

6.0 IMPLICATIONS AND CONSIDERATIONS

6.1 Financial Implications

No implications identified.

6.2 Learner Implications

Ensuring that we have a well trained, engaged workforce will have a positive impact on our student's learning experience

6.3 Staff Implications

Staff are expected to meet the aspirations for them in the new People Strategy and have been given responsibilities within the strategy.

6.4 Equality and Diversity Implications/Equality Impact Assessment

Our People Strategy embeds the elements of Fair Work and provides an inclusive and supportive environment for staff and students.

6.5 Sustainability/Environmental Implications

None identified

7.0 RISK COMMENTARY

7.1 N/A

8.0 CONCLUSION

- 8.1 The People Services department are delivering a service and providing data to the Board Committee which gives them confidence in the People aspects of the College.

Deborah M Kerr

Director of People Services

18th October 2024

Previous Board or College Committee Approvals:

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