

Let Learning Flourish



2021-2030

People and Culture Strategy

# STRATEGIC VISION

**As a college and an employer we are committed to attracting and retaining the best talent. Our commitment to Let Learning Flourish through inspiration, innovation and excellence applies equally to our people.**

To support all colleagues to Let Learning Flourish, we will provide an exceptional employee focused service, underpinned by values, behaviours, equality and inclusiveness, providing for clear standards and expectations.

The People and Culture Strategy seeks to enable the delivery of the college strategy with specific focus on the following strategic priorities and aims:

1. Ensure that the student experience of the College is inspirational.
  - 1.1 Foster excellence, digital innovation, and creativity in learning, teaching and assessment.
2. Support collaborative long-term resource planning and talent management to meet strategic needs, inclusive of a strong, visible, empowered, and inspirational leadership team.
  - 2.1 Develop an environment that enables and supports world class employee health and wellbeing.
  - 2.2 Promote a culture where all staff fully engage in the College Purpose, Values and Behaviours.
  - 2.3 Establish systems that develop, recognise and reward service delivery and achievement.
3. Advance Fairness, Opportunity, and Respect for all.
4. Achieve the highest supportive standards in occupational Health and Safety, providing benchmark working environments.
5. Achieve and retain national and international recognition for excellence and innovation standards.
  - 5.1 Ensure the achievement of globally recognised benchmarks for College processes.
6. Achieve optimum standards for infrastructure management efficiency, sustainability, and innovation.
  - 6.1 Encourage innovative, adaptable, and enterprising ways of working, to achieve high levels of effectiveness, efficiency, and governance.
  - 6.2 To improve workflow efficiency via a "digital first" strategy and intelligent process automation.
7. Deliver efficiency improvements and optimise teaching delivery resources.
8. Expand international and commercial activity to achieve income targets, maximizing new markets and opportunities.
  - 8.1 Ensure business continuity and value for money.

INSPIRATION | EXCELLENCE | INNOVATION



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# INTRODUCTION

City of Glasgow College has completed its new Strategic Plan (2021-2030). Our guiding principles remain:

## **Our Purpose**

Let Learning Flourish

## **Our Way**

Inspiration - Excellence - Innovation

## **Our Values**

- The individual
- Equality Diversity and Inclusiveness
- Integrity, Honesty and Transparency
- Excellence and Achievement
- Partnership
- Innovation and Enterprise

The People and Culture Strategy is directly aligned to the aims and priorities of the College Strategic Plan. It reflects

extensive organisational learning from our first ten years of operation, which has been generated from various sources of staff and stakeholder feedback. This revised People and Culture Strategy will:

- Build on existing foundations
- Respond to the interdependencies within all supporting college strategies
- Be ambitious, and truly value our people
- Support the holistic employee journey
- Be underpinned by the principles of fair work
- Add value and focus on continuous improvement and development
- Provide flexibility to adapt to the opportunities within the tertiary sector.



# KEY DRIVERS

## Guiding Principles

Our guiding principles to implement delivery of our People and Culture Strategy will include a commitment to:

- Act with integrity and transparency in all that we do.
- Treat each other with dignity and respect.
- Be inclusive, irrespective of background, opinion, or characteristic.
- Improve individual and College performance.
- Be fair, setting clear standards and expectations.
- Work collaboratively, ensuring everyone's voice counts.
- Use technology to shape our future.
- Provide clear pathways for engagement and communication

## Corporate Social Responsibility

By investing in our people, we will further demonstrate commitment to our Corporate Social Responsibility, we will do this by:

- Developing and implementing a specific Corporate Social Responsibility charter.
- Working with our neighbours, and volunteering within our community, on projects and initiatives that connect the College with the wider economy and communities - particularly those that support disadvantaged groups.
- To promote the College campuses as a community resource and civic amenity that is a welcoming and safe environment for all; breaking down barriers to entry - whether real or perceived.
- Aligning our activity with Scotland's Social Enterprise Strategy 2016-2025, and the Procurement Reform (Scotland) Act.



# AIM 1

Deliver a comprehensive workforce plan

- |   |   |
|---|---|
| 1.1 Ensure all our staff understand their contribution, and what is expected of them. | 1.5 Provide an environment where employees feel safe, respected and supported.                            |
| 1.2 Provide career development pathways and opportunities for all.                    | 1.6 Ensure our leaders engage, listen and respond to staff needs.   |
| 1.3 Support improvement and development through performance review.                   | 1.7 Provide all our colleagues with the necessary skills and confidence to do their job.                  |
| 1.4 Identify and maximise individual potential, developing our future leaders.        | 1.8 Embed employee development to ensure maximum agility and flexibility for individuals and the College. |

## O B J E C T I V E S

Shaping the Future of Work





## AIM 2

Through collaboration provide support to our people

- 2.1 Establish and report on Key Performance Indicators.
- 2.2 Equip all employees with the tools to do their jobs, ensuring the needs of our students are reflected in the support provided to staff.
- 2.3 Develop relationships with employees and Trade Unions, exploring new opportunities for engagement, and encouraging open and meaningful conversation.
- 2.4 Establish effective health and wellbeing interventions to support all our people.

O B J E C T I V E S

# AIM 3

Leading from the future, establish a new world of work

- 3.1 Invest in digital technologies to integrate all our learning and development activity, inclusive of supporting a more flexible approach to learning.
- 3.2 Develop a menu driven approach to employee benefits.
- 3.3 In partnership with employees, undertake regular staff surveys to help us learn and improve.
- 3.4 Provide a safe and secure working environment where employees feel valued.

O B J E C T I V E S





# AIM 4

## Enhance Employment Relations through our Culture

- 4.1 In partnership with all our people, provide opportunities for all to contribute to a culture where everyone's opinion counts.
- 4.2 Empower by encouraging staff to take responsibility for their own performance, boosting professional competence and morale.
- 4.3 Recognise the achievements and efforts of individuals and teams.
- 4.4 Foster a culture of continuous improvement and management support, embedding college values in all we do and ensuring all our communication is clear.

O B J E C T I V E S



# CITY OF GLASGOW COLLEGE

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