

# PEOPLE STRATEGY 2019-2021



Wirral Met College

Covering academic years 2019-20, 2020-21 and 2021-22



TO BE AN INCLUSIVE AND  
OUTSTANDING COLLEGE

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# Foreword for People Strategy



## Director of People and OD

Wirral Met College is a very inspiring and exciting place to work and study. We all play a vital role in advancing the College's Vision to be an Inclusive, Outstanding College.

The Human Resources function across the College will play an essential and instrumental role in partnering and supporting senior leaders, managers and staff to maximise their contribution to the delivery of our strategy and successfully operate in the ever-changing world of FE.

We aim to attract and retain talent, offering learning, development and career opportunities for all who play a part in achieving our vision – an aspiration that we can only realise through you. We will strive to nurture and facilitate a working environment where all colleagues are equally valued, truly supported and duly recognised for their contribution.

Our Wirral Met College Wellbeing Wheel represents the areas of focus which will help facilitate this aim. Human Resources will partner with the board, senior leaders, managers and staff to create an environment where we can all thrive.

Our People Strategy clearly articulates the way in which our professional teams will through living our fantastic values of Success, Passion, Integrity, Respect and Opportunity help engender an inclusive high performance and enabling culture.

A handwritten signature in black ink that reads "Pooja Furniss". The signature is written in a cursive style and is positioned above a horizontal line that ends in a small flourish.

Pooja Furniss  
**Director of People and OD**

# PEOPLE STRATEGY STATEMENT

The People Strategy has been designed to promote a culture that reflects the College's values, to develop a stimulating and motivational working environment for staff and to enable the achievement of the College's Strategic Plan.

## 1. INTRODUCTION

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The People Strategy is central to our College's strategic and operational planning and is fundamental in developing an employment framework and organisational environment in which the College's strategic aims and objectives are achieved. This strategy seeks to highlight Wirral Met College as an Employer of Choice and build a clear Employer Brand.

The People Strategy gives high priority to the development and recognition of all staff through strengthening staff capacity and capability, within a whole College culture where high standards of performance are expected, encouraged and developed.

People are the College's most valuable resource and their management and development are critical to meeting our strategic aims and objectives. It is therefore important that strategic people management supports the stated aims and objectives of the College and is viewed critically as a key College success factor.







## 2. EXTERNAL FACTORS AND INFLUENCES

Wirral Met College is an organisation which is vulnerable to changes in the external environment where changes in political thinking, funding policy, and other external influences can impact considerably on the stability of the College from one year to another. As a vocational college, changes and developments in each of the vocational sectors that the College operates in also play a key role.

Putting people at the top of the agenda, planning for enhanced staff performance is a key element of the People Strategy. The People Strategy is therefore central to the delivery of our strategic objectives. Some key challenges arising from the environmental context and impacting on the People Strategy will be:

1. Developing a responsive curriculum that meets the needs of employers in the Liverpool City Region.
2. Ensuring financial viability striving to ensure we continue to operate within a targeted pay to income ratio.
3. Nurturing staff in a continuing climate of change, sector instability and 'more for less'.
4. Continuing to provide high quality teaching and learning, in well-resourced learning environments.
5. Optimising use of technology and ensuring our staff have the skills to embed this in learning.
6. Ensuring we have processes in place to ensure we attract and retain high quality staff.
7. Developing capacity to deliver major growth in apprenticeships, effective implementation of T Levels and implementation and development of the HE strategy.
8. Development of line managers who play a pivotal role in nurturing and developing staff in order to drive continuous improvement.
9. Communication and engagement with staff will be meaningful and 'two way' in order to embrace staff in the College's journey to be an inclusive and outstanding College.

### 3. VISION AND MISSION STATEMENT

**Our Vision “To be an Inclusive and Outstanding College” and Mission “To enhance economic prosperity through high quality, work related education and skills”**, both celebrate the fact that Wirral Met College embraces the needs of all of our community, irrespective of academic achievement and social background. This adds value through providing a ladder of opportunity and progression and through creative and successful learning.

The College’s strategic plan is designed to deliver our vision to be an inclusive, outstanding College. This requires a strategic approach to organisational development, a clear integration between strategic goals, staff values; and beliefs and behaviours and strategic interventions focused clearly on the leadership and management of sustained continuous improvement.

Wirral Met College will adopt an approach which seeks to gain competitive advantage through the strategic development of a highly committed and capable workforce. The type of human resource management principles we will adopt are:



People issues being the concern of all managers.



People issues being central to all strategic level decision making in the organisation.



The development of a culture that encourages all members of staff to be highly committed to Wirral Met College and its continuous improvement.



The development of a culture of high trust, team working and willing cooperation.



A focus on the professional development of staff involving them in continually developing their skills to achieve both professional and personal growth.



## 4. COLLEGE VALUES

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The Values of the College seek to put the student and our community at the heart of the College, maximise student performance, while always mindful of the needs of our staff, driving and embedding a true Student Centric approach.

In delivering our Strategic Objectives we will seek to develop a Wirral Met College 'culture' that underpins professional standards and behaviours, specifically:

- V1** Pursuit of **Success** to be the best that we can be as professionals, departmental teams and as a College, to stretch our students to fulfil their potential.
- V2** **Integrity**, transparency, fairness and honesty in our management, behaviours and communications.
- V3** **Passion** for achieving results and maximising the use of our resources.
- V4** **Respectful** and supportive behaviour towards each other, our students, the College and our community. Playing our individual part in the provision of a nurturing environment that is safe, healthy, supportive, inclusive and student responsive.
- V5** Driving **Opportunity** and promoting an inclusive environment where innovation and creativity are encouraged.



## 5. KEY PEOPLE STRATEGIC AIMS

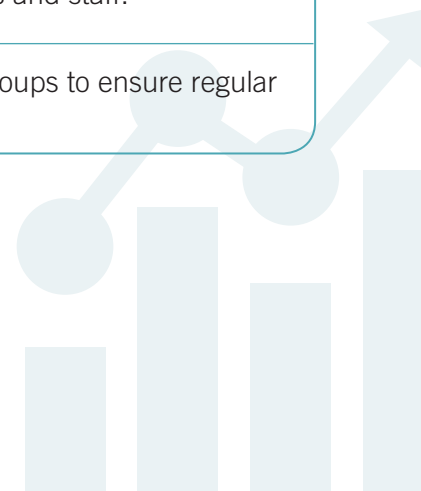
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This strategy focuses on the main areas of 'People Practice' and to create a relevant framework this has been translated into sections covering the employee lifecycle. The key strands are as below, these strands have been converted into relevant Key Performance Indicators in section 6.

1. Employer Brand – Recruitment and Retention
2. Employee Relations and Engagement – Employer of Choice
3. Performance; Reward and Organisational Development
4. Staff Health and Wellbeing
5. Equality, Diversity and Inclusion
6. Operational Excellence and Efficiency

# 6. KEY PERFORMANCE INDICATORS

PERFORMANCE INDICATORS	
	<b>KPIs included in the Balanced Score card</b>
	<b>Reportable KPIs to Corporation</b>
	In conjunction with finance, ensure the staff pay to income ratio continues to improve towards 68% by tight vacancy control and smart working practices.
	Review every HR policy to ensure legislative compliance.
	Develop service standards for HR.
	Ensure that absence management strategies enable the achievement of the Absence KPI of 3% absence or less.
	<b>Other Performance Indicators (SLT and other audiences)</b>
<b>1</b>	<b>Employer Brand – Recruitment &amp; Retention</b>
<b>A</b>	Streamline recruitment processes to ensure they are interactive and responsive.
<b>B</b>	Develop an organisational apprenticeship strategy to effectively utilise the levy.
<b>C</b>	Develop our employer brand to promote Wirral Met College as an employer of choice.
<b>D</b>	Continuously monitor and review the effectiveness of our recruitment practices to ensure that we are widening our candidate pool and attracting from minority groups.
<b>2</b>	<b>Employee Relations and Engagement – Employer of Choice</b>
<b>A</b>	Seek to build and maintain a positive working relationship with the recognised Trade Unions, to embody the values of mutual respect and trust.
<b>B</b>	Strive to proactively minimise the risk of disputes wherever possible and utilise agreed policies and procedures to ensure that all disputes, both individual and collective, are resolved in a timely and co-operative manner.
<b>C</b>	Deliver policy which will provide clarity and consistency to line managers and staff.
<b>D</b>	Continue to develop strong links with departments and representative groups to ensure regular communications and early interventions in employee related matters.



## 6. KEY PERFORMANCE INDICATORS

<b>3</b>	<b>Performance, Reward and Organisational Development (in partnership with Quality)</b>
<b>A</b>	To support Quality in creating a staff development plan that reflects analysis of the SAR targets; development that focuses on College; and departmental and individual needs.
<b>B</b>	Celebrate staff achievements and commitments to the College.
<b>C</b>	Develop a benefits strategy and consolidate benefits available to staff and further develop these.
<b>D</b>	Within a framework of affordability, ensure pay and reward strategies are responsive to market demand to allow us to attract and retain staff in shortage areas.
<b>E</b>	Ensure every member of vocational teaching and training staff demonstrates up-to-date teaching, training, vocational and occupational skills.
<b>F</b>	Review, develop and monitor the Appraisal process to ensure it is fit for purpose and there is consistent application of performance review across the College.
<b>4</b>	<b>Staff Health and Wellbeing</b>
<b>A</b>	Provide a safe and healthy working environment that promotes staff wellbeing and reduced levels of sickness absence to a maximum of 3%.
<b>B</b>	In partnership with the Faculty of Student Support, develop an approach to wellbeing that includes health promotion and awareness events to staff.
<b>C</b>	Build resilience, performance and engagement in line with the development of a Wirral Met College Wellbeing Wheel (as per Appendix 1).
<b>5</b>	<b>Equality, Diversity and Inclusion (in partnership with the Faculty of Student Support)</b>
<b>A</b>	Ensure that all managers receive appropriate training in order to ensure that people management best practice is embedded across all departments with a focus on Equality, Diversity and Inclusion (EDI).
<b>B</b>	Ensure all colleagues receive appropriate training and are made aware of their commitments in relation to EDI.
<b>C</b>	Ensure good management information that informs continuous scanning and action to deliver EDI as part of the plan and in line with the EDI committee.
<b>D</b>	Ensure all HR processes, policies and procedures in relation to the employee lifecycle are legislatively compliant and are reflective of industry best practice and communicated widely to staff.
<b>E</b>	Ensure pay systems are fair and transparent across the College and are in line with our requirements under the Equality Act 2010.



<b>F</b>	Promote an environment in which staff feel safe, supported and encouraged to raise any concerns and engage in dialogue in relation to EDI.
<b>G</b>	Communicate our expectations with suppliers (agency and temporary recruitment) in relation to Safeguarding, EDI, legislative compliance and best practice.
<b>6</b>	<b>Operational Excellence and Efficiency</b>
<b>A</b>	Develop 3 Centres of Excellence within the HR function with a focus on EDI, Health and Wellbeing and Performance, Reward and Organisational Development.
<b>B</b>	Operational excellence within the HR team will combine leadership, teamwork and problem solving to deliver continuous improvement throughout the HR team and wider College by focusing on the needs of the College.
<b>C</b>	In partnership with key stakeholders, ensure agency and overtime are tightly controlled by managers to ensure maximum efficiency.
<b>D</b>	Ensure all HR activity is legally compliant, underpins contractual obligations, and is subject to regular review.
<b>E</b>	Ensure that all areas are operating with the most efficient staffing models in place.
<b>F</b>	With MIS, develop Management Information Systems capable of providing data to support staffing metrics.
<b>G</b>	Ensure compliance with safeguarding regulations and safe recruitment practices.



# 7. MONITORING PERFORMANCE

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The College is committed to measuring the performance of its Human Resource Management Framework and benchmarking that performance with the rest of the College sector and other sectors as appropriate. Key Performance Indicators will be reported to the Corporation Board on an annual basis.

Whilst the College needs to be focused on getting the baseline basics right, such as absence rates, and turnover rates for example, these will also be measured against relevant industry benchmarks to give a sense of comparator performance.

## The key sources of benchmark data used for measuring HR performance will be:

- Annual surveys on sickness absence compiled by the Association of Colleges (AoC) and Chartered Institute of Personnel and Development (CIPD).
- Annual salary survey compiled by the AoC, and the Staff Individualised Data for Further Education which is now produced by the Education and Training Foundation (ETF).
- Census data to measure Equality and Diversity.
- Other sector benchmarking data.
- Relevant sector data for staff satisfaction.

## All reports on performance against KPIs will contain an operational definition of the basis of the RAG risk rating:

### Measurable target:

- **Green** = on target from where we would expect to be at this point in the year.
- **Amber** = 1%-2% variation from where we would expect to be at this point in the year.
- **Red** = 3% or above variation from where we would want to be.

### Relating to actions or projects:

- **Green** = on track to deliver within time, cost and quality parameters.
- **Amber** = off track to deliver within time, cost and quality parameters, but still likely to achieve annual target with remedial action identified.
- **Red** = off track to deliver within time, cost and quality parameters and will not meet annual target.



## 8. INVESTMENT

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The College holds a central staff development budget that will be used to determine the Staff Development Plan, this is managed by Quality.

### **This will include:**

**College** – Corporate training activities.

**Departmental** – Focused departmental development linked to the SAR.

**Individual** – Personal development related to individual job roles, linked to the appraisal.

Priorities and spend will be kept under review and where appropriate, a transparent process of selection will be used.

## 9. SUMMARY

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To deliver this plan, Professional Standards will be developed for all members of the HR team, which will be linked to Performance Management, the self-assessment process and agreed Key Performance Indicators. Continuous Professional Development (CPD) will be a key focus in performance reviews for all HR staff.



Appendix 1:

