



Buckinghamshire
College Group

Beyond Ambition

People Strategy

Introduction

People Strategy

As reported in early 2022¹ Buckinghamshire has seen recruitment difficulties causing problems for employers in many sectors and hampering economic recovery from the Covid-19 pandemic. This is linked to a reduction in the size of the economically active population, and a rise in the number of economically inactive working-age residents.

Unemployment has been at the highest levels since 2016 (although lower than anticipated at the start of the pandemic and improving).

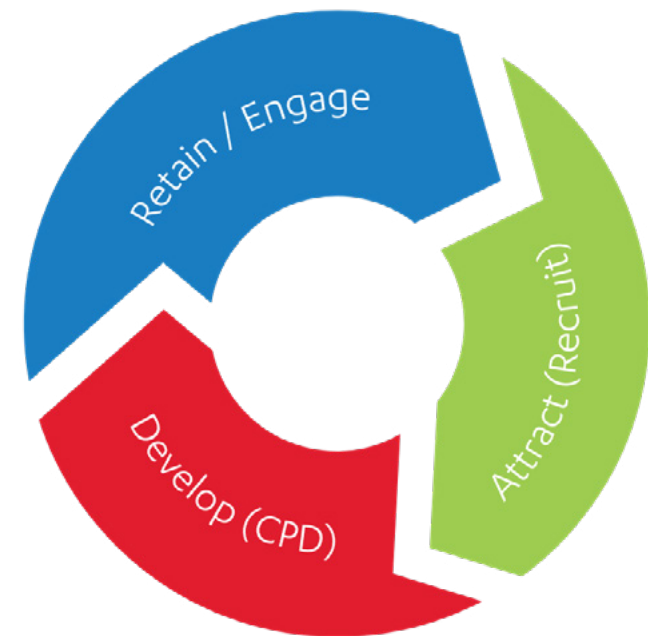
There continues to be a growing mismatch between the demand for skills and labour within the local economy, and the skills and jobs sought by local residents.

Colleges are below median in relation to pay points due to historical government funding challenges. This position is unlikely to change in the medium term. The impact of this can be particularly seen in hard to recruit sectors as referenced in the Local Skills Improvement Plan.

This strategy outlines our approach to people, attracting, developing and retaining our workforce and sets out clear aims for the future.

Our vision is that:

We will attract, develop and retain the best-qualified people, recognise and encourage the value of diversity in the workplace by building an inclusive culture of high performing staff who feel empowered and supported to innovate, question and build positive career paths.



1. Buckinghamshire Labour Market and Skills Analysis: 2022



Key Aims

We have set the following key aims for our goal to grow our people and enhance our reputation:

1.

Attract – To recruit exceptional people by attracting talented and capable staff into the College.



2.

Develop - To support our people to deliver excellence in their role and be inspired to continually improve and build positive career paths.



3.

Retain /Engage - To develop a culture in which health and wellbeing are prioritised and co-created, where staff feel empowered and supported to innovate and question.





Aim One

Attract – To recruit exceptional people by attracting talented and capable staff into the College

We will:

- Develop our employer brand and reputation as a College of choice
- Work together to develop and deliver an attraction plan in order to introduce new skills and talent to our College
- Implement creative approaches to attract a diverse range of applicants with the skills and experience to succeed
- Develop onboarding processes to accelerate the integration of new staff into our College and our Values
- Foster a welcoming, inclusive and diverse community for the benefit of all

The impact will be:

- New and vacant posts are filled first time with high calibre staff
- The right skills and expertise are in the right roles at the right time, first time
- Improved performance at probation with high level of retention
- An increased diversity profile in our workforce





Aim Two

Develop - To support our people to deliver excellence in their role and to be inspired to continually improve and build positive career paths

We will:

- Develop career pathways to enable CPD, progression and succession planning
- Develop a coaching culture, nurturing talent throughout the college and with partners
- Encourage a values based College with a golden thread to the strategic objectives and positive supportive culture
- Encourage transformational leadership capability and a culture of accountability, empowerment and collaboration

The impact will be:

- Staff are clear on what is expected of them
- Staff feel motivated and empowered to make a real difference
- Staff are in the right jobs, with the right skills to fulfil the College's strategic aims
- An increased sense of belonging within the College and external communities
- Staff will be open about their views and engaged with employee voice initiatives



Aim Three

Retain /Engage - To develop a culture in which health and wellbeing is prioritised and co-created and where staff feel empowered and supported to innovate and question

We will:

- Empower our people to prioritise their health and wellbeing
- Promote staff voice through open and honest conversations, acting with integrity and respect for others
- Develop a reward and recognition programme that is aligned with our values and strategic priorities
- Demonstrate that we are committed to our people by creating the right work-life balance and offering a range of flexible working arrangements

The impact will be:

- The College is recognised as an employer of choice; people are proud to work here
- Employee engagement is increased and therefore the number of staff choosing to leave the College decreases
- A happy vibrant working environment where staff enjoy a strong work-life balance where job satisfaction is high, creating a positive college culture

Implementation and monitoring

This Plan is strategically led by the Executive Director – Human Resources. The Plan is overseen and monitored by the Corporation Finances and Resources Committee and the College Leadership Team.

