

People Strategy 2024-27

Introduction

Success in a changing world demands a wide range of skills, a broad talent pool and new ways of thinking and working. In this context, our people matter more than ever.

Our People Strategy 2024-2027 reflects the new principles necessary to embrace the rapid and fundamental shifts within the College's operating environment, where the 'how' we work is as important as 'what' we do. These principles will enable collaboration, innovation and empowerment of our people and teams.

The Ayrshire Way – "*it's the way we do it*" – will embody the new way, by focusing on our culture, our people and our processes. The Ayrshire Way is the unique blend of people, culture and processes which sets us apart and will enable the College's transformation from great to outstanding.

The experience of our people includes everything that they encounter and observe throughout their career journey with the College, and hence requires a holistic approach and purposeful investment.

Strategy Context

The people strategy has been shaped by a number of key elements:

Fair Work First

The Scottish Government's policy on supporting Fair Work which includes:

- payment of at least the real Living Wage
- appropriate channels for effective workers' voice, such as trade union recognition
- investment in workforce development
- no inappropriate use of zero hours contracts
- action to tackle the gender pay gap and create a more diverse and inclusive workplace
- flexible and family friendly working practices for all workers from day one of employment
- opposing the use of fire and rehire practice

Investors in People (IiP) Framework

The College achieved IiP Gold accreditation in 2022, which was a significant achievement and has continued to work with the IiP Framework to develop our people.

The IiP Framework sets out benchmarks for the effective leadership and management of staff across nine indicators:

- Leading and inspiring people
- Living the organisation's values and behaviours
- Empowering and involving people
- Managing performance
- Recognising and rewarding high performance
- Structuring work
- Building capability
- Delivering continuous improvement
- Creating sustainable success

Staff Voice

Staff voice is central to the people strategy and a range of staff engagement took place in developing the strategy:

- Investors in People (IiP) review and staff pulse survey
- Culture Study
- Feedback from all College staff and teams

Ayrshire College Strategic Ambition and Objectives

The People Strategy will support and enable the 2024-2027 Strategic Ambition: *“Enabling learning which provides our people with the skills to be successful and our economy to thrive.”*

The strategic objectives include:

- Outstanding Experiences
- Partner of Choice
- Enabling the Future

The College's [Strategic Ambition](#) was launched in August 2024.

People Strategy and Objectives

The People Strategy over the next three years, has three key areas of focus taking account of the Strategic Ambition, the external and internal strategic context and feedback from our people:



Leading our Culture

Having the right people in the right place at the right time, and relentlessly focusing at all levels on leadership and management excellence as a key driver of a high performance culture and positive people experience.

To achieve this we will:

- Enable a high performance culture through excellence in leadership. Leaders and managers have a crucial role in ensuring delivery through others, and their ability to perform their role with empathy has the single most important impact on our people.
- Establish the Ayrshire Way as ‘the way we do it’, role modelling our values and delivering continuous improvement.
- Take care of our people by ensuring that health, safety and wellbeing at work continue to be a priority.
- Know the behaviours expected from us to shape and sustain a high performance culture and hold each other to account to ensure our daily interactions are consistent with our values.

Empowering our People

Establishing a working environment where our people are empowered to make decisions through learning and opportunities to develop and grow.

To achieve this, we will:

- Enable psychological safety, where staff have the confidence to raise and report issues and concerns, make suggestions, take risks, identify solutions and admit mistakes, on work related content.
- Provide regular and ongoing opportunities for our people to give feedback on their experiences and take timely action.
- Support our people to achieve their potential through meaningful and regular career and coaching conversations, where personal growth and development is encouraged and everyone is supported to be the best they can be.
- Recognise and reward individual and team performance, placing equal value on 'how' our people achieve, as well as 'what' they achieve.

Growing our Organisation

Building capabilities and developing our people to have the right blend of skills, knowledge and competencies to enable the future.

To achieve this, we will:

- Attract and retain the best possible talent through effective employer-branding, recruitment marketing and on-boarding experiences.
- Establish clear and inspiring work goals and create opportunities for our people to develop and apply their skills and knowledge in the most effective ways.
- Build a diverse, inclusive and equitable College, recognising that innovation and creativity are strengthened when people with a wide range of characteristics, perspectives and personalities work together.
- Maintain the conditions for effective learning and growth, through experience on the job, building relationships, utilising networks as well as formal training.

Performance Measures

Key Performance Indicator	Baseline Position	2027 Position
The College has improved its level of liP accreditation	Gold	Platinum
The College has achieved Investors in Wellbeing accreditation	-	Positive accreditation
Staff consistently rate the College as a great place to work	77%	88%
Staff agree that they are encouraged by their manager to be innovative and creative in their roles	85%	95%
Staff agree that they receive recognition for the work they carry out	58%	75%
Staff report that they have agreed objectives with their line manager	65%	75%
Staff have trust in the College leadership	69%	79%
Staff report that they are able to develop the right skills for their job role.	77%	90%
Our values guide our actions	78%	90%

Monitoring and Review

The Strategic Objectives will be achieved through the successful delivery of a range of actions and monitored using the performance measures. The objectives, and associated performance measures will be embedded, on an annual basis, within the College's Operating and Enhancement Plan.

The Business, Resource and Infrastructure Committee will annually review the progress made against each strategic objective.

