



2022 - 2025

PEOPLE STRATEGY

CONTENTS

1. INTRODUCTION	01
2. OUR COLLEGE.....	02
3. OUR PEOPLE STRATEGY.....	02
4. PEOPLE STRATEGY.....	04
5. WHAT SUCCESS WILL LOOK LIKE.....	06

1. INTRODUCTION

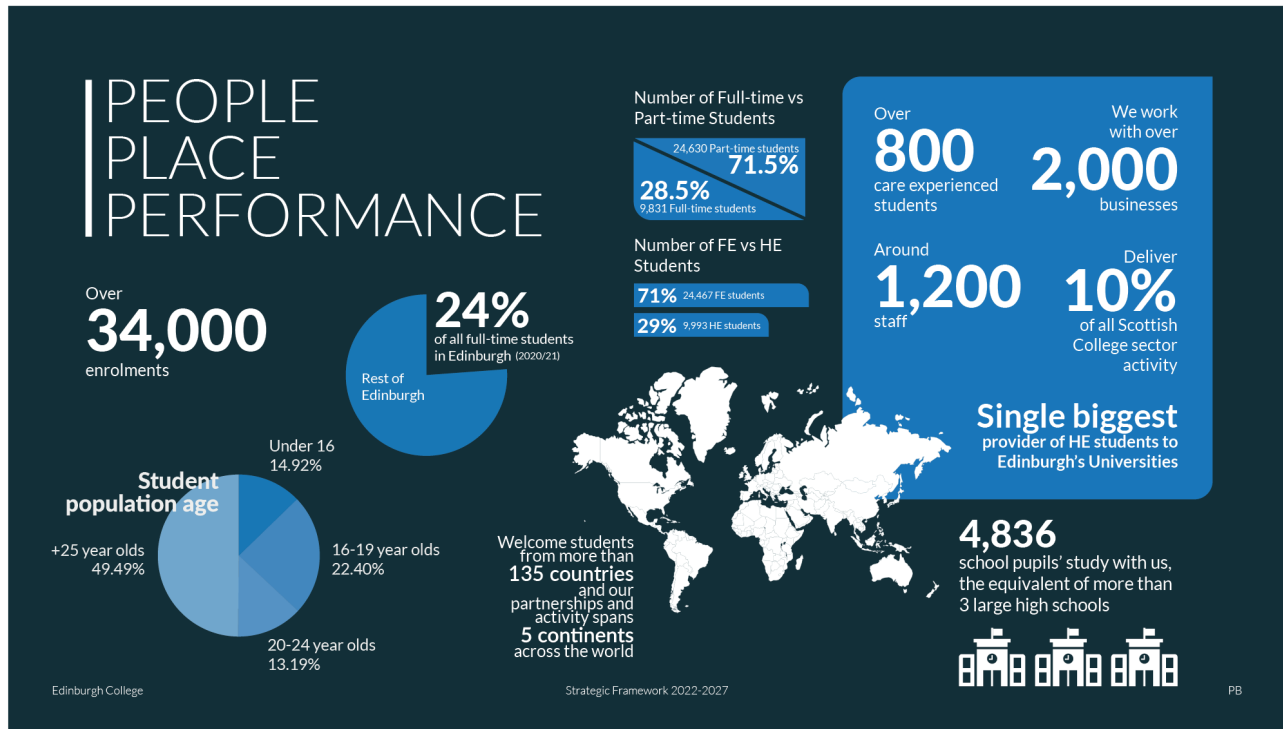
The vision of Edinburgh College can only be achieved through our people reaching their full potential. We aspire to be an employer of choice, committed to enabling employee growth, responding to workforce needs, establishing a feedback culture, nurturing respectful communication and fostering diversity, equity and inclusion.

We will only achieve our ambitions by enabling our people to reach their fullest potentials and strengthening the relationship between the College and its employees. Our People Strategy will drive the framework to enable everyone to exceed the College's ambitions and goals. We want our employees to be at the forefront of the College's vision, to be a place where they feel empowered and driven, they are engaged and loyal, and are happy and proud working at the College. This will include taking regular feedback from employees on working at the college and further developing various initiatives including EC Perks, EC Cares, EC Learns, our Workforce Plan and reward strategies.

Our dedicated teams are at the heart of our continued success and are advocates of the College brand. Our People Strategy aims to nurture respectful communication, and enable individuals to contribute to the vision of the College which will provide opportunities for staff to flourish in an environment which they need to thrive and by providing the tools and resources and initiatives to support their health and well-being.

Our People Strategy will be regularly reviewed to ensure its continued alignment to, and supports delivery of the College Strategic Plan.

2. OUR COLLEGE



Edinburgh College is the largest regional college in Scotland, serving a population of more than 680,000 people and providing more than 800 courses to 20,000 students every year from 137 countries. We have 1,000 employees working across four campuses as well as delivering in multiple outreach centres and at employer's premises.

3. OUR PEOPLE STRATEGY

Our People Strategy places employees at the heart of our vision and ambitions. Our strategy recognises that the collective talents, efforts and commitment of our people will deliver our future ambitions and unlock their full potential to impact purposefully on the economic and social prosperity of Edinburgh and beyond.

Our Strategy is built on the [Fair-Work-Convention-Framework-PDF-Full-Version.pdf](https://www.fairworkconvention.scot) ([fairworkconvention.scot](https://www.fairworkconvention.scot)) which affirms our commitment to the Scottish Government's of fair work that offers effective voice, opportunity, security, fulfilment and respect; that balances the rights and responsibilities of employers and workers and that can generate benefits for individuals, organisations and society.

We will ensure that:

- the best possible work experience, support and development for every single employee.
- we have a culture which supports and promotes a sense of pride in our College and everything we do.
- a culture where our managers – at every level – listens to ensure everyone in the team is clear about individual and team work priorities and what is expected of them.

Our people have the skills and information needed to carry out their role to the best of their abilities.

Our People Strategy will support and drive our ambition to ensure that we promote and value, autonomy, innovation and adaptability. It sets out a commitment to ensure we empower people to take informed decisions, have the freedom to innovate and try new ways of doing things, and own the responsibility and accountability that naturally sits with an empowered workforce, with everyone contributing to the College achieving its ambitions and strategic priorities.



To achieve this strategy, we will:

- Deliver a superb and distinctive student experience that is seamless, personalised and inclusive. Led by our inspiring staff we will help our students develop the skills, knowledge and confidence to be successful now and in the future. (People)
- Be an inspirational, resilient and supportive place to work and learn, where our staff and stakeholders are proud of what we collectively achieve. (People)
- Deliver outstanding business support through applied innovation and knowledge exchange to enhance competitiveness, performance and success. (Place)
- Lead and co-deliver successful and transformational collaborations to ensure we are relevant, valued as a partner and collectively create greater impact and innovation across everything we do. (Place)
- Grow, extend our impact and be agile and able to adapt successfully in response to both challenge and opportunity. (Performance)
- Strive to enhance our technology readiness and digital performance to innovate with purpose, maximising the benefits of technology-enabled learning, teaching, student support and operations. (Performance)

4. PEOPLE STRATEGY

Together, we will create an exceptional, work environment where colleagues feel proud of their College, feel connected with the ambition of our College and have the skills and motivation to contribute to it.

Our People Promise

Ensuring everyone's efforts count

What will success look like?

Collectively we will deliver the College vision, aligning our individual efforts with our strategy, empowering our people with decision making at the appropriate level, removing barriers to productivity and having future-focused plans which identify the roles and skills we need to flourish.

How we will get there and clear aligned KPIs to show how we will know?

- Developing a workforce planning approach and simplify processes that ensures we attract and retain the most versatile, flexible and highly skilled people needed to take the College forward
- Providing regular and transparent information about how we're progressing in delivering our strategic aims, and how our people are and can be involved
- Introducing new ways for our people to have a say and contribute their ideas and expertise to our aims
- Develop our employer brand, linked to the Edinburgh College brand, values and people strategy

Our leaders and managers are inspiring and effective

What will success look like?

We will create a management culture which is supportive, empathetic, inclusive and collegiate. Our leaders and managers will consistently epitomise our Values and have the capability and confidence to engage, develop, challenge and recognise our people, take measured risks and deliver excellence.

How we will get there and clear aligned KPIs to show how we will know?

- Supporting our leaders and managers to champion a culture of innovation, positivity and inclusiveness.
- Explicitly driving cross-function and departmental initiatives in support of College priorities, building the collective awareness of the contributions that all teams play
- Enabling and supporting efficient and effective management practice at all levels

**Equality, Diversity and Inclusion:
Supporting a culture of fairness, respect,
equality, dignity and autonomy**

Supporting the development and wellbeing of employees

What will success look like?

We will continue to create opportunities for colleagues to develop personally and professionally and to support the wellbeing of employees to ensure a fulfilling career at Edinburgh College.

How we will get there and clear aligned KPIs to show how we will know?

- Refreshing our workplace health and wellbeing action plan
- Creating a Development Academy to support our people in developing and maintaining their knowledge and skills and in advancing their careers
- Investing in digital skills development of all employees, giving staff the confidence and the expertise to maximise the potential of technological solutions
- Continuing to develop and enhance the College EC Cares campaign and supporting activities

Retaining and attracting talent

What will success look like?

We will attract and retain talented, versatile, flexible and highly skilled people.

How we will get there and clear aligned KPIs to show how we will know?

- Developing on-boarding processes so that new starts can begin engaging with the College from the point of recruitment
- Ensuring through our annual workforce planning process that the job roles required for the future are clearly identified and our recruitment and appointment process is designed to recruit the best employees
- Focus available resources on development activities designed to improve the quality of teaching and learning and improving the performance of our people
- Maximising the opportunities for employer-led, work-integrated learning and teaching, including a greater focus on project-based, industry relevant assessment across every curriculum area

Rewarding and recognising employees contributions

What will success look like?

We will reward and recognise our people in ways they value and are affordable, deliver outcomes of national job evaluation and develop a total rewards package tool for employees and job applicants.

How we will get there and clear aligned KPIs to show how we will know?

- Engaging with our people to understand the ways in which they want to be recognised and rewarded
- Launch a range of non-pay reward and recognition options that reflect what our people have told us they value

A thriving environment

What will success look like?

As an inclusive, diverse and people-oriented College, we will ensure that all employees are appropriately challenged and able to balance work and life commitments.

How we will get there and clear aligned KPIs to show how we will know?

- Ensuring that people are clear on what is expected of them, that workloads are discussed and appropriate and expectations correspondingly clear
- Enhancing work/life balance through agile working and using technology as an enabler
- In partnership with union colleagues, continuing to implement a range of sector leading, socially progressive, people oriented policies to support our employees
- Delivering a learner journey which secures positive destinations for our students, supported by customer-focused, streamlined and accessible services including student wellbeing, financial support and support for learning

5. WHAT SUCCESS WILL LOOK LIKE

STRATEGIC PRIORITY			
Key Performance Indicator	Baseline Percentage (2023) survey)	Target for July 2024	Outcomes
Percentage of employees who agree that the College has a one college culture	60%	85%	All targets are met or exceeded. The experience of, and outcomes for, students improve by agreed target.
Percentage of employees who agree with "I would recommend EC as a place to work"	70%	85%	
Percentage of employees who agree that College leadership provides a clear vision and direction	70%	80%	
Percentage of employees who agree that managers display College values and behaviours	70%	85%	
Percentage of employees who agree with the statement "EC staff treat each other with respect"	80%	90%	
Percentage of employees who agree that College leadership provides a clear vision and direction	80%	85%	
Percentage of eligible employees who have had an Enhance review in the last 12 months	90%	95%	
Percentage of employees who agree that their Enhance objectives are aligned with strategic priorities	90%	95%	
Percentage of employees accessing at least one benefit in the EC Perks package	50%	60%	
Percentage of employees who report that the College provides a supportive working environment	70%	85%	

People Strategy

2022 - 2025



For the future you want

 [edinburghcollege](#)

 [edinburghcoll](#)