

Oaklands College

People Strategy



OAKLANDS COLLEGE

2018-21



Contents

Foreword	5
1. Our mission	6
1.1. Our vision	6
1.2. College values and culture	7
2. Purpose of the People Strategy	8
3. Strategic Aims	10
3.1. Attract	10
3.2. Develop	11
3.3. Excellence in leadership and management	12
3.4. Healthy working environment	13
4. Delivering the People Strategy	14





Foreword

from [Ronnie Davidson](#), Director of HR and Staff Development

Attracting and retaining talented staff, offering learning, development and career opportunities for all who play a part in achieving our vision and realising our strategic ambitions are fundamental to this strategy.

Our strategic plan focuses on providing staff with the support, development, infrastructure and environment to deliver College ambitions, further grow our reputation and enhance our position as a destination of choice for the very best staff.

Our strategy will create an inclusive culture where our people feel engaged, valued, developed and supported.

The strategy outlines an ambition to enhance the student experience where everything we do is efficient, effective and professional.

We will be a centre of excellence, both for our students and for our people. To achieve this we will work together as a team to improve customer service and staff engagement, so that we are an efficient College that's ready for the future external challenges.

As one of the largest local employers we need to continue to take up the challenge of making a contribution to our local community. To employ locally, to improve access to employment and to inspire our young people is an opportunity for growth. This strategy outlines a clear roadmap and ambition to take on this challenge.



We will continue to create and maintain an environment that attracts and retains the best staff and has in place the conditions and structures to enable all of our staff to fulfill their career ambitions in a College that is not only 'right' for them, but also challenges them and supports their development.

Four overarching themes, will underpin the strategy - Attract, Develop, Leadership and Well-being, which are embedded in each key theme to underpin our strategic aims and College Values.

Our staff want to succeed and the College will work with them to achieve their objectives in a progressive, collaborative and healthy working environment.

[Ronnie Davidson](#)

Director of HR and Staff Development

1. Our mission - to realise the potential of our communities

1.1. Our vision

An amazing experience with outstanding learning so you are ready to take on the world.

1. Talented and valued workforce

A challenging but supportive culture where everyone takes ownership of the mission, vision and values of the College.

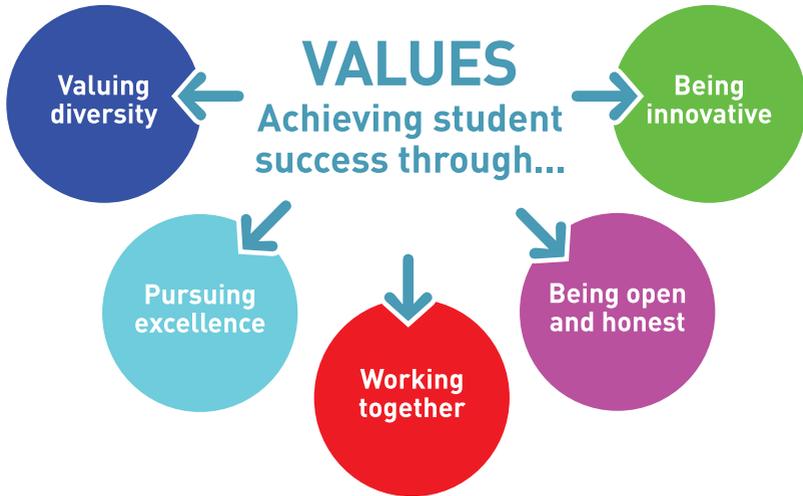
2. High quality responsive curriculum offer

Responding to change, listening and reacting, focus on specialism, focus on successes, focus on individuals, focus on quality improvement.

3. Financial sustainability

Ensure that the income received in year is supporting existing students. Enable the build up of funds to support continued improvement in the College. New and flexible curriculum delivery models exceeding minimum contribution levels.

1.2. College values and culture



2. Purpose of the People Strategy

Our People Strategy sets out four inter-related strategic aims, which will support the delivery of our overall strategic priorities and will further embed our values and behaviours.

Our Aims - we will:

1. Attract and recruit the best staff to enhance the student experience
2. Develop and support our staff to fulfil their potential and meet their career aspirations
3. Promote excellent leadership and management
4. Create and maintain a progressive, collaborative and healthy working environment



Attract



Develop



Leadership



Wellbeing

3. Strategic Aims



3.1. Attract

Aim: Recruiting the best staff is a key driver of future success of the College. Oaklands aspires to be a leading College that is locally and nationally significant. To achieve this ambition we must continue to attract talented and capable staff in both Curriculum and Quality & Resources areas.

Strategic Objectives

We will:

- Develop our employer reputation to further enhance our overall local standing
- Ensure through the workforce planning process that we clearly identify the roles required for the future and develop targeted campaigns to recruit to them
- Develop our recruitment processes and practices to ensure they are flexible and innovative
- Understand the local recruitment market and develop partnerships to enable us to attract the best talent from local areas

Key measures of success and impact:

- Number of staff and applicants attracted to advertised positions
- Vast majority of our posts filled first time with the right calibre of staff
- Applicant profile demonstrating increased national reach
- Increase in the diversity profile of applicants



3.2. Develop

Aim: The core strength of the College is its people. Training, developing and supporting our staff to achieve their career ambitions and the strategic goals of the College is crucial.

Strategic Objectives

We will:

- Design, develop and commission relevant development programmes that meet the needs of our staff as well as proactively responding to the College's priorities
- Identify, spread and adopt excellent teaching, administrative and professional skills
- Ensure staff at all levels and in all disciplines across the College are supported and developed through effective development reviews and career planning
- Through the setting of clear expectations and provision of excellent support, we will continue to grow and develop our own excellent Curriculum and Quality & Resources staff
- Ensure that our staff are clear about what is expected of them and their role as advocates of our College
- Develop a culture and mindset of continuous improvement with our Curriculum and Quality & Resources staff

Key measures of success and impact:

- Staff are clear about what is expected of them (as evidenced by our appraisal processes and staff survey)
- All of our staff have a meaningful annual appraisal
- Increased number of staff mentoring and supporting internal colleagues
- Number of staff achieving formal advanced teaching qualifications, accreditation through local/national schemes or national teaching awards and progressing through the College



3.3. Excellence in leadership and management

Aim: Our team of leaders and managers will create an environment where our staff and students achieve success. As a result, the College continues to grow and meet our strategic priorities in teaching and engagement.

Strategic Objectives

We will:

- Ensure that all leaders and managers are aware of their key responsibilities, have the capacity to fulfil them and have their performance reviewed and recognised
- Collaborate and learn from best practice initiatives and adapt our approach to leadership and management as a result
- Develop our Curriculum and Quality & Resources staff to become leaders in their discipline and beyond and also ensure we have succession plans in place to be able to replenish and refresh our staffing profile when required
- Continually support our Curriculum staff in their managerial responsibilities and provide appropriate induction and development opportunities
- Work in partnership with our trade unions, to continue to develop and evolve our approach to staff engagement and communication
- Ensure that leaders advocate the College's values and behaviours and have the courage to challenge and address issues where colleagues are not acting in line with our values

Key measures of success and impact:

- Excellent leadership is recognised internally (staff survey measure) and externally (reputation and awards)
- The College is perceived as an excellent place to work (staff survey measure)
- Number and quality of internal applications and appointments to leadership and management roles
- Overall staff engagement, involvement and advocacy scores (staff survey)



3.4. Healthy working environment

Aim: Create a progressive, collaborative and healthy working environment which is conducive and beneficial to both the staff and student experience and beyond.

Strategic Objectives

We will:

- Continually engage with and listen to all staff as the College develops and pursues its aspirations
- Actively support the health, wellbeing and safety of our staff and offer relevant interventions and services
- Foster a continuous improvement environment to help our staff grow and develop in a diverse and inclusive culture
- Make our staff feel valued, involved and fulfilled in the work that they do
- Enable leaders and managers to proactively assess and manage staff wellbeing and safety within their teams and beyond

Key measures of success and impact:

- The College is perceived as an excellent place to work (staff survey measure)
- Attendance rates (including specific measures relating to workplace wellbeing at departmental level)
- Participation in wellbeing interventions
- Employee assistance programme and Occupational Health Services utilisation rates

4. Delivering the People Strategy

Our People Strategy is owned and delivered throughout the College and leaders and managers will play a key role in its delivery guided by the annual strategic planning process.

An annual implementation plan will be developed with specific objectives, activity and success measures. We will also develop our understanding of how the specific success measures contained within the People Strategy impact on our wider measures of institutional success (for example student satisfaction) to inform the annual implementation planning process.

The HR department will be aligned to assist our Curriculum and Quality & Resources departments in delivering their objectives that relate to the People Strategy outcomes.

Alongside the implementation of the People Strategy, the HR department will also continually ensure we get the basics right across the range of services we deliver and offer timely support, guidance and training to leaders and managers.







OAKLANDS COLLEGE

www.oaklands.ac.uk

St Albans Campus
Hatfield Road
St Albans
Hertfordshire
AL4 0JA

Welwyn Garden City Campus
The Campus
Welwyn Garden City
Hertfordshire
AL8 6AH

01727 737000

info@oaklands.ac.uk



[@oaklandscollege](https://www.instagram.com/oaklandscollege)