

NORTH EAST
SCOTLAND
COLLEGE



BRINGING
LEARNING
TO LIFE



Strategic Plan

2025-2030

Sub-strategy: Our Colleagues



Our Ambition

Our ambition is to be a progressive employer and workplace of choice – one that leads with fairness, flexibility, and support. We are committed to empowering colleagues through trust, transparency, and open communication. By fostering an inclusive and caring workplace where every individual feels valued and motivated, we aim to deliver an exceptional experience for our students.

Linked to strategic objectives 1.1, 1.3, 5.1, 5.2 (see table in main strategic plan document).



Key Objectives

- 1.** To attract and retain talent by recruiting high-calibre candidates from diverse backgrounds. The ambition is to increase the size and quality of applicant pool for posts at all levels within the organisation and to provide existing employees with a platform to thrive.
- 2.** To enhance the employee experience and engagement by fostering a positive, inclusive and motivating work environment. Staff will be encouraged to co-design the workplace community and culture as well as being offered opportunities to actively shape and influence the strategic direction of services.
- 3.** To support meaningful learning and development through the provision of planned learning, training and career development. Meeting the aspirations of the organisation and individuals, the goal is to build transferable skills which help to future-proof the College and underpin succession planning.
- 4.** To enhance performance and productivity by aligning individual and team objectives with the College's overarching strategic objectives. Colleagues are central to the institution's success and effective performance management and targeted development is key to the evolution of NESCol's positive organisational culture.
- 5.** To enhance leadership, communication and culture by embedding a values-driven culture of trust through strong leadership and clear, transparent communication which encourages conversation and enables the voices of all employees to be heard. Modelling effective leadership behaviours at every level, being visible and committed to embodying the values outlined in our strategic plan, will provide the foundation for success.



What does success look like?

By 2030 we will have:



DELIVERED NEW INITIATIVES TO ENHANCE INTERNAL COMMUNICATION AND STAFF ENGAGEMENT



MAINTAINED A STAFF ABSENCE OF **LESS THAN 3.5% PER YEAR**

Increased the diversity of the workforce at all levels

ESTABLISHED EMPLOYEE SATISFACTION MEASUREMENT MECHANISMS, DEMONSTRATING INCREASING LEVELS OF ENGAGEMENT, SATISFACTION AND EMPLOYEE NET PROMOTER SCORE



Increased staff participation in wellbeing activities

DELIVERED A **12% INCREASE** IN AVERAGE SHORTLISTED APPLICATIONS PER POST



INCREASED THE PROPORTION OF APPOINTMENTS OF INTERNAL SUCCESSORS FROM **46% IN 2024 TO 50%**

REDUCED THE 'TIME TO HIRE' AND 'COST TO HIRE'

REDUCED STAFF TURNOVER FROM APPROXIMATELY **11% IN 2024 TO 7%**

EARNED RECOGNITION AS A REGIONAL FAIR WORK EMPLOYER (LINKED WITH LOIP 2026-2036 TARGETS)

How will we achieve this?

Attract and retain talent

- **Enhancing recruitment activity and processes** – We will attract, engage, and retain a diverse and high-performing workforce by promoting the College as an employer of choice and demonstrating the inclusive culture at the heart of NESCol.
- **Building benefits for our colleagues** – We will expand and refine the employee benefits package and effectively promote that offer to potential candidates and existing staff.
- **Enhancing onboarding and induction processes** – We will ensure outstanding recruitment and onboarding processes that are efficient, transparent, and inclusive are central to the College's development.



Enhance the employee experience and engagement

- **Providing staff with a safe and open ways to communicate with senior leaders** – We will open up additional channels and ensure the communication loop is closed effectively, by providing clear and concise follow-up information and updates on actions.
- **Establishing an effective approach to employee feedback and co-design** – We will promote the unique perspectives of our staff body and ensures that all staff can influence positive change and strategic developments.
- **Enhancing the work environment by expanding progressive employment practices** – We will strive to improve work-life balance, recognise achievements of team members, support effective leadership at all levels of the organisation and foster employee engagement.



Support meaningful learning and development

- **Creating an environment where learning is encouraged and valued** – We will be committed to providing innovative, personalised, and accessible learning experiences to equip staff for success in an evolving workplace environment by.
- **Undertaking ongoing workforce planning** – We will identify the skills the College needs now and over the next five years and develop programmes and opportunities to address any identified skills gaps and deficits.
- **Ensuring digital skills development initiatives are aligned** – We will bring together the strategic objectives of the College and the changing digital landscape through innovative learning and development opportunities for staff, which will be personalised and technology-driven.



Enhance performance and productivity

- **Using data-driven insights** – We will guide strategic decisions, improve processes and deliver measurable outcomes through the use of business intelligence and analytics.
- **Promoting the employee perspective in process review and self-evaluation** – We will ensure optimal efficiency and productivity in all refreshed and redesigned College services by harnessing the experiences and expertise of staff.
- **Building capacity for managers** – We will be consistent in the use of appraisal and development conversations.



Enhance leadership, communication and culture

- **Strengthening communication and leadership** – We will foster transparency, collaboration, and a co-designed culture of continuous improvement.
- **Implementing a review of internal communication and staff engagement** – We will appraise existing practices, considering best practice and implementing new approaches to strengthen effective two-way communication across the College.
- **Supporting managers to develop core skills** – We will facilitate formal management training and appropriately levelled leadership development, recognising the importance of a consistent approach and setting clear expectations of leadership behaviours.
- **Empowering individuals** – We will support each staff member to take ownership of personal and professional development, working in collaboration with managers to ensure skills are aligned to business need.

