

Middlesbrough College

# People Strategy

2018 - 2023



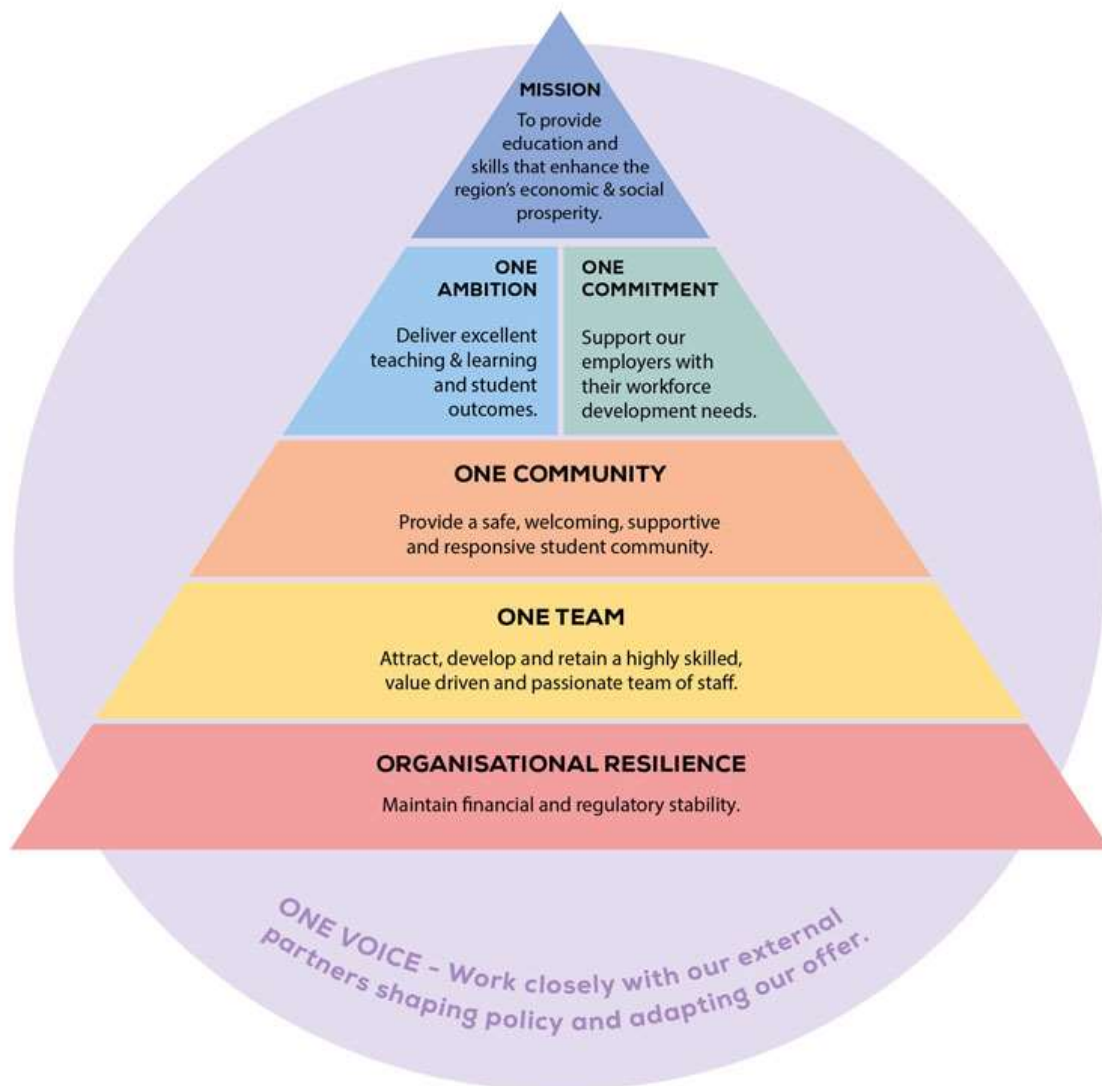
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# Purpose

In 2018, Middlesbrough College launched our Strategic Plan 2018 – 2023 which outlines our objectives and priorities for the next five years.

The People Strategy has been developed to support the vision, mission and strategic priorities outlined in the Strategic Plan.



# One Team

The Strategic Plan sets out our ambition to build upon our current position and realise our vision of becoming ‘a leading provider of education and training’.

Our People Strategy sets out the College’s aim to ensure the recruitment, retention and development of a skilled and motivated workforce, in order to fulfil the College’s vision, mission and strategic priorities.

Our staff are placed at the heart this and our people, irrespective of their role, are key to achieving our vision, and are placed within one of our six key priorities as follows:

## ONE TEAM

*To attract, develop and retain a highly skilled workforce who provide an excellent, stable and innovative learning environment, demonstrating our core values at all times.*

Our People Strategy plays a critical role in maintaining our distinctive culture and ensuring a progressive, sustainable and healthy working environment for our staff and students. Our values are at the heart of this.

TAKE RESPONSIBILITY  
 AIM HIGH DO WHAT'S RIGHT  
 RESPECT OTHERS CHALLENGE YOURSELF  
 WORK HARD TAKE PRIDE

# Background

In 2012, the College launched its Strategic Plan for 2012 – 2017 and embarked on an ambitious £20m programme of investment in Science, Technology, Engineering and Maths, in direct response to calls from employers and our local enterprise partnership's strategic plan.

Whilst we are proud of our campus and equipment, we are clear that it is the experience and dedication of our staff which makes the positive difference to the lives of our students. Our staff are central and crucial to the success of the College. Their enthusiasm, passion and dedication shine through every day and with economic challenges and uncertainties inevitably ahead, we aim to place an increased focus on developing the 'One Team' culture which makes the College such a fantastic place to learn and work.

Over the last five years, the College has increased its staff numbers by 37%, through a targeted investment plan alongside the acquisition of a private training provider.

As a result, we have reformed our terms and conditions and staff benefits in order to recruit and retain a motivated workforce. These reforms include:

- Regularly benchmarking terms and conditions locally.
- Introducing 'golden hellos' and market rate supplements to ensure we could attract talent into our 'hard to fill vacancies'.
- Linking pay to performance to encourage a high performing culture.
- Improving our benefits and rewards schemes.
- Setting up a subsidiary company to recognise the changing external environment we operate within.

The strategic plan 2018-2023 outlines the current staff benefits.



# Benefits of Working at Middlesbrough College

We have expanded the benefits for staff



## Transport

- Subsidised car parking
- Accessible by train
- Cycle to work scheme/ cycle pods
- Corporate season rail card
- Electric vehicle charging

## Staff Support

- Confidential counselling
- Phased return to work
- Flexible or phased retirement
- Expectant parents meetings
- Stress risk assessments
- Flexible working requests
- Supportive sickness policy



## Pay Related Benefits

Above regional averages for:

- Pay
- Pension
- Holidays
- Adoption/ maternity/ paternity leave
- Leave of absence
- Flexible working
- Buying / selling annual leave
- Childcare voucher scheme
- Benchmarking of terms and conditions locally
- Golden Hellos
- Market Rate Supplements
- Performance Based Incremental Progression

## Staff Development

- Extensive staff development opportunities
- Staff development days
- Mentoring Opportunities
- Mentor scheme
- Professional updating
- Performance Reviews and Career Planning

## Celebrating Success

- STAR awards
- Long service awards
- Exceptional contribution award

## One Team Atmosphere

- July conference - festival food
- Christmas festivities/ party
- Christmas market
- Single campus
- Common values

### Start for Success

- Supportive Probationary Period
- Comprehensive induction
- Buddy scheme
- Mentoring Opportunities



### Working Environment

- Modern building
- Access to affordable high quality food
- IT access from home
- Town centre proximity



### Regular Communications

- Minimum of 2 staff conferences per year
- Principal's bulletins
- Regular meaningful team meetings
- Regular surveys
- Annual report/ strategic plan
- Bi-annual 1:1 performance reviews



### Active Staff Voice

- Monthly JCNC
- Staff council
- Staff suggestion scheme
- Ad-hoc staff working groups



### Staff Benefits

- NUS discount card
- Car buying discounts



### Staff Health and Wellbeing

- Yoga
- Men's health
- Lifestyle machine
- Subsidised gym
- Cycle to work scheme
- Coffee and catch-up vouchers
- Cycle pods
- Mental health support
- Critical illness policy
- Physiotherapy service (MC Therapy)
- Staff well being events / initiatives
- Flu vaccine
- Health needs assessment
- Health screenings / procedures
- Health plan (Simplyhealth)
- Occupational health
- Occupational counselling



## Our Current Workforce

Salary Band	Management	Lecturer	Business Support	Teaching Support	Total in Band
£40K+	41	0	0	0	41
£30 - £40K	12	181	16	6	215
£20 - £30K	0	55	101	105	261
£10 - £20K	0	0	127	55	182
Under £10K	0	0	5	0	5
<b>Total Headcount</b>	<b>53</b>	<b>236</b>	<b>249</b>	<b>166</b>	<b>704</b>

In addition to the above, there are 299 Hourly Paid Staff (85 Lecturers and 214 Business and Teaching Support combined).

Average annual  
sickness level over  
last five years

**3.5%**

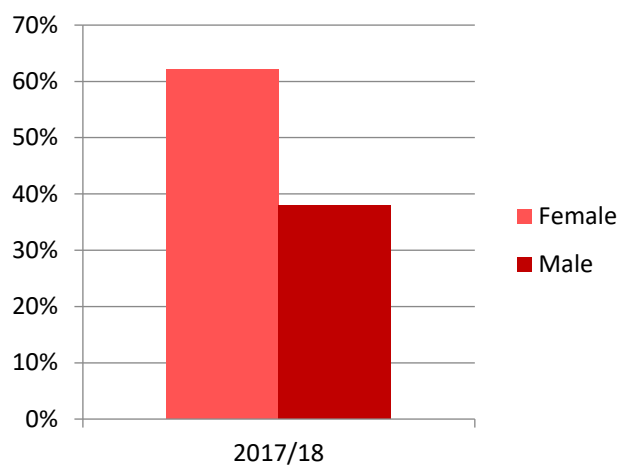
Average staff  
turnover levels over  
the last five years

**8.76%**



## 2017/18 Staff Profile

### Gender



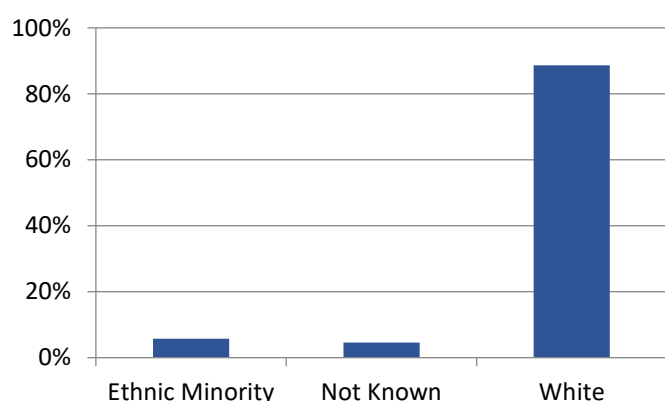
**National  
Rate**

**18.4%**

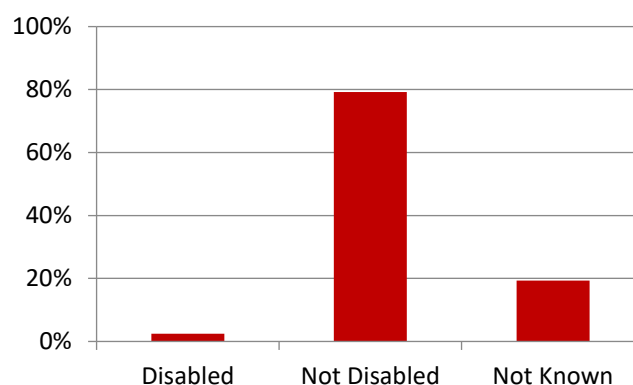
**Gender Pay Gap  
(Mean)**

**10.06%**

### Ethnicity

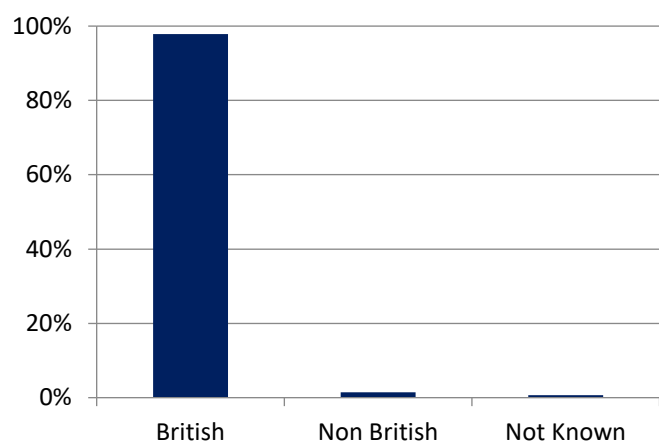


### Disability Status

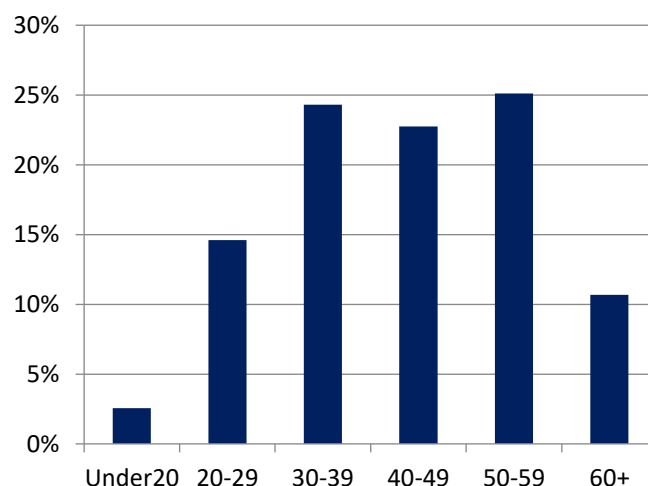


The college staffing profile is not yet representative of our student profile. In 2017 / 2018, 6% of staff declared they were from an ethnic minority background. The learner profile is higher with 10% of 16 – 18 year-old learners declaring that they were from an ethnic minority background and 12.4% of adult learners.

### Nationality



### Age



## External and Internal Context

The Further Education sector has seen a 30% reduction in funding over the period 2008-2018 alongside increasing competition and frequent and challenging performance and policy shifts.

Whilst Middlesbrough College has very much 'bucked' this sector trend, it is not immune to these challenges and has over the period needed to frequently realign its workforce to meet the changing needs of policy and industry.

This uncertain environment is likely to continue through:

- Increasing competition.
- Reducing Government funding.
- Declining demographics (until 2021)
- Frequent policy changes.
- Increasing scrutiny of Colleges' performance.

This context causes inevitable uncertainty for staff, and this plan, alongside a more prudent financial plan, aims to outline the steps we aim to take to provide more certainty, stability and recognition for our staff as well as setting out the culture we aim to nurture within our teams.

# People Strategy

The People Strategy is structured around five key themes, which will support the delivery of our overall strategic priorities and will further embed our values and behaviours.



# Key Developments for 2018 – 2023

## Attract & Recruit

**We will attract and recruit the best people by building our brand as an excellent employer.**

- Strive to ensure our terms and conditions are the best in the sector in our region.
- Develop our brand as a great place to work.
- Increase the diversity of our staff and improve the underrepresentation of the BME community in our workforce.
- Implement a 'Grow our Own' talent plan for both staff and former students.
- Develop our recruitment processes and methods, harnessing IT, to ensure they are flexible and meet the needs of applicants and the organisation.

## Workforce Development & Talent Management

**We will develop and support our staff to fulfill their potential and career aspirations.**

- Foster an environment where staff take pride in their own development and that of others.
- Utilise technology to innovate our induction approaches
- Increase access to mentoring and buddy opportunities
- Create opportunities to develop, motivate and retain our staff.
- Increase apprentices to 5% of the business.
- Ensure our workforce development plans have an increased emphasis on returning to industry, higher education, sharing good practice and enhancing digital skills



## Management and Communication

**We will ensure our managers provide clarity and leadership, are open and inclusive and develop their teams and encourage innovation.**

- Provide clarity of direction, linking all we do to the Strategic Plan objectives.
- Provide open communication, removing barriers for staff and encouraging innovation and trust.
- Embed a culture of high performance and pride.
- Promote a one team approach to college problem solving and ensuring efficient and effective delivery.
- Support a continuous improvement culture, encouraging all staff to develop new ideas and new ways of working.
- Develop more effective mechanisms of communication, expanding two-way communication and promoting cross college networking.
- Establish a Management Training and Development Programme.

## Employee Benefits, Rewards and Recognition

**We will ensure our staff feel rewarded and recognised for their contributions.**

- Consult with staff to develop additional flexible and cost-effective reward and recognition mechanisms.
- Reward exceptional contribution and incentivise high performance through performance management and reward systems.
- Widely celebrate staff success and achievements including expanding our STAR Awards.
- Make time for team and whole college events and activities to promote a One-Team culture.

## Health and Wellbeing

**We will create a collaborative working environment where health and wellbeing are actively promoted and where staff feel engaged and valued.**

- Place an increased emphasis on healthy living and working
- Achieve the 'Time to Change' Employer Pledge to create an environment where mental health is discussed openly.
- Listen to staff through formal and informal methods and respond to concerns wherever possible and practicable.
- Implement department Health and Wellbeing Champions to develop initiatives and actively promote a more comprehensive health and wellbeing provision.

# Key Measures of Success and Impact

A 5 year action plan has been developed for each of the key development areas, which will utilise the following overarching measures of success and impact.

Measure	Current	By 2023
Staff Survey – Overall Satisfaction	78%	>90%
Sickness Absence Rate	4%	<4%
Staff Turnover Rate	8%	<8%
BME % of Workforce (Headcount)	6%	>12%
Apprentices % of Workforce (FTE)	1.5%	>5%