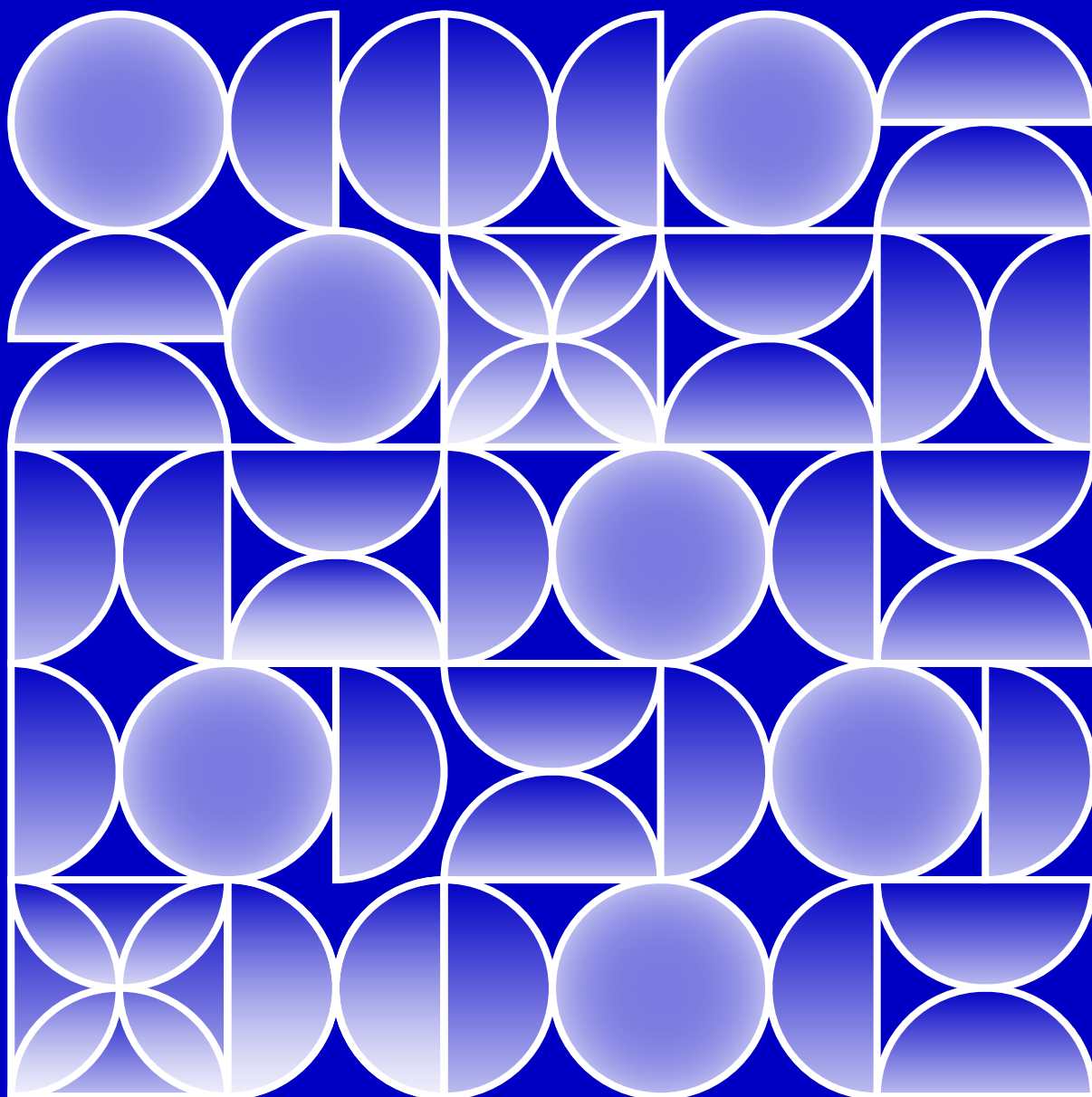


# People Strategy

2025 - 2030



# Introduction

At Leeds College of Building, our commitment to promoting a thriving community of learning and excellence extends to our dedicated People Strategy.

During 2023 and 2024, we have achieved significant milestones. We have successfully reduced recruitment costs while simultaneously boosting application numbers by identifying cost-effective advertising. We have enhanced the visibility of our job roles and expanded our pool of potential candidates. The introduction of employee wellbeing initiatives, highlighted by the Employee Wellbeing Week, has not only enriched our workplace culture but also contributed to enhanced staff attendance rates and engagement.

As we continue to build upon these successes, we remain committed in our pursuit of supporting and empowering our staff, ensuring a sustainable and successful future for all members of our College community.

# Strategic Aims

Our aim is to create and maintain a culture of inclusion and support in the college environment where every individual is empowered to thrive.

Through our vision and values, we aim to build a dynamic, and resilient college where every individual feels valued, supported, and inspired to reach their full potential.

Our mission is to attract, develop, and retain exceptional talented people who embody our core values and contribute to the creation of a vibrant learning community. Through strategic initiatives and continuous support, we aim to empower our people to reach their fullest potential and drive excellence in teaching.

# What Success Will Look Like

Success, for LCB, will align individual efforts with organisational goals. People will be empowered and there will be a culture of innovation and inclusivity. There will be clear objectives, transparent communication, and ongoing support. There will be an exceptional work environment where colleagues feel proud, connected, motivated and focused to contribute to our shared vision.

## Recruitment and Selection

### What success looks like:

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

#### To achieve this, we will:

- Implement cost effective and targeted recruitment strategies to attract diverse talent who align with our core values and demonstrate potential for high performance. Using data driven insights: market research and data analytics to identify key demographics and talent pools to further enhance our highly skilled workforce.
- Develop a strong employer brand that resonates with diverse candidates by emphasising our commitment to inclusion and innovation.
- Highlight the advantages of working at LCB through engaging employee case studies, authentic written testimonials, and captivating videos that showcase the work environment and culture at LCB.
- Enhance the recruitment process to ensure fairness, transparency, and efficiency. Improve the candidate journey from application to appointment, creating a professional, engaging, and streamlined experience.
- Gather candidate feedback from candidates about their application experience to continuously improve the process.
- Prioritise hiring individuals who exhibit a passion for education and a commitment to the construction and built environment sector.

- Track key performance indicators such as time-to-hire, candidate satisfaction scores, diversity metrics, time from job offer to commencement and retention rates.
- Review recruitment practices to eliminate bias.

# Employee Development and Retention

## What success looks like:

We will retain and to continuously develop a highly skilled workforce.

To achieve this, we will:

- Provide comprehensive onboarding and induction programmes, to engage and integrate new hires into our culture and values.
- Assign all new employees at the College with a workplace mentor to support the individual through the first year at LCB and beyond.
- Offer continuous professional development opportunities tailored to the needs and aspirations of our staff, including leadership training, technical skill development, and opportunities for further education.
- Provide tailored professional coaching sessions to enable staff reach their full potential.
- Encourage a culture of continuous lifelong learning and innovation by promoting collaboration, knowledge sharing, and participation in industry events and conferences.
- Develop and implement comprehensive talent management strategies to identify, nurture, and retain top-performing employees.
- Identify high-potential employees and provide them with targeted development opportunities to prepare them for future leadership roles by establishing internal development courses for Aspiring Managers, Aspiring Leaders and Aspiring Teachers Programmes.
- Implement succession planning initiatives to ensure continuity and stability within key positions.
- Develop a culture of mentorship and knowledge transfer to facilitate the growth and development of future leaders within the organisation.

- Provide staff training on unconscious bias, inclusive practices and cultural sensitivity.

# Performance Management

## What success looks like:

We will have enhanced organisational performance through comprehensive performance management strategies, which are driving continuous improvement, and developing employee capabilities to align with strategic goals.

### To achieve this, we will:

- Establish clear performance expectations and objectives aligned with the College's mission and values. Setting measurable targets that reflect the College's strategic objectives.
- Align individual goals, ensuring that each employee's goals and responsibilities are directly linked to the College's broader strategic aims and values.
- Communicate expectations clearly to our employees on performance and objectives to ensure a shared understanding and commitment.
- Implement regular performance reviews and effective feedback mechanisms to recognise achievements, address challenges, and identify opportunities for growth.
- Conduct regular performance reviews to evaluate progress towards goals. Establish a culture of ongoing feedback where employees receive timely recognition for achievements and constructive advice for overcoming challenges. Include development plans during reviews to address skill gaps and advance professional growth.
- Further develop a supportive environment that encourages open communication, constructive feedback, and accountability at all levels. Our managers and leaders will provide feedback that is specific, actionable, and focused on improvement to build a culture of accountability where employees understand their roles in achieving organisational goals and are held responsible for their performance.
- Provide training and resources for people managers to effectively implement and support the people strategy. Provide comprehensive training programmes for managers to develop their leadership and people management skills to equip managers with the necessary tools

and resources to effectively monitor, assess, and improve employee performance.

# Employee Wellbeing

## What success looks like:

For our people to feel valued and supported and recommend the College as a great place to work.

To achieve this, we will:

- Create a safe and healthy work environment where staff wellbeing is central to all business decisions.
- Prioritise the physical, mental, emotional and financial wellbeing of our staff through wellness programmes, flexible work arrangements, and access to resources for stress management and work-life balance.
- Host dedicated wellbeing weeks with a selection of different activities to suit all employees at the College to support physical, mental emotional and financial wellbeing of our people.
- Establish Employee Resource Groups (ERG's) to support demographic groups such as ethnic minorities and neurodivergent staff.
- Provide a subsidised staff social committee, enhancing the sense of community among staff members, helping staff members to build stronger relationships, form friendships and work more effectively together.
- Provide supported group exercise sessions for our staff, promoting a healthier, and happier workplace improving physical health, mental wellbeing and work life balance.
- Promote a culture of respect and inclusion where diversity is celebrated, and all individuals feel valued, supported, and empowered to contribute their best.
- Provide access to counselling services, mentorship programmes, and other support networks to assist employees in navigating personal and professional challenges.

# Recognition and Rewards

## What success looks like:

Our people will be rewarded and recognised in ways they value, and which are affordable, as part of a total rewards package for employees and job applicants.

### To achieve this, we will:

- Establish a culture of gratitude and appreciation through regular expressions of recognition, Encourage managers to provide regular, informal recognition and feedback and continue to enable peer-to-peer acknowledgments via the 'LCB Shout Outs'.
- Offer competitive and affordable remuneration packages and opportunities for career advancement to reward excellence and enhance a sense of pride and loyalty among our employees.
- Continue developing and publicising the employee benefits platform, ensuring that all employees are well-informed and can fully utilise the comprehensive range of financial savings and benefits available as part of the College's total reward offer. This will include access to the College's Employee Assistance Programme providing access to confidential counselling services, work-life balance support and health and wellness programmes.
- Conduct regular market analysis to ensure our remuneration packages are competitive offering a mix of financial and non-financial rewards.
- Continue driving down the Gender Pay Gap at LCB. After achieving a 0% gap at a manager level we will continue to focus on eliminating the gap at teaching and support levels.
- Further examine pay gaps at the College including Ethnicity and Disability Pay Gap at LCB. By identifying and addressing these gaps, create a more inclusive, equitable, and high-performing workplace.

# Leadership and Management

## What success looks like?

A management culture which is supportive, empathetic and inclusive. 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.

To achieve this, we will:

- Support our leaders and managers to champion a culture of innovation, positivity and inclusiveness.
- Drive cross-function and departmental initiatives in support of College priorities, building the collective awareness of the contributions that all teams play
- Enable and support efficient and effective management practice at all levels
- Develop a culture where our managers – at every level – listen to ensure everyone in the team is clear about individual and team work priorities and what is expected of them.
- Managers will conduct regular one-on-one and team meetings to discuss work priorities and expectations. This ensures clarity and alignment within teams.
- Develop robust feedback systems where team members can freely express their thoughts, concerns, and suggestions, including surveys and open-door policies.
- Establish a no blame culture where feedback is welcomed, and failures are seen as learning opportunities.
- Drive a culture of transparency where managers regularly share updates, organisational changes, and decisions with their teams to maintain trust and clarity.
- Enhance our data collection to monitor workforce diversity and inform strategic decision making.

# Measuring Success

We will measure our success through key performance indicators aligned with our strategic aims. We aim to continually improve our performance. By tracking our progress against these metrics, we will ensure that our People Strategy remains aligned with the College's overarching goals and objectives.

| Key Performance Indicator                                                                                                        | 2023-24 | Target      |
|----------------------------------------------------------------------------------------------------------------------------------|---------|-------------|
| Staff Survey Results                                                                                                             |         |             |
| Percentage of employees who feel valued in the College                                                                           | 78%     | To increase |
| Percentage of employees who agree there is an opportunity for me to progress within the College                                  | 62%     | To increase |
| Percentage of employees who agree the College is well led and managed                                                            | 68%     | To increase |
| Percentage of employees who agree they receive sufficient professional development which makes them more effective in their work | 81%     | To increase |
| Percentage of employees who agree communication is effective in the College                                                      | 43%     | To increase |
| Percentage of employees who agree I get feedback from my manager on the work I do                                                | 88%     | To increase |
| Percentage of employees who are not thinking of leaving the College                                                              | 87%     | To increase |
| Gender Pay Gap                                                                                                                   | 26.5%   | To decrease |
| Percentage of employees accessing the Employee Benefits Platform                                                                 | 54%     | To increase |
| Presenteeism Rates                                                                                                               | 94%     | To increase |

By aligning our People Strategy with the core values of fairness, ownership, collaboration, understanding, standards, equity, and delivery, we will create a culture of excellence, innovation, and continuous improvement at Leeds College of Building, enabling us to fulfil our mission and achieve our vision.