Strategic Delivery Plan for People

Ratified by People and HR Committee

April 2021

Contents

1. Executive summary

The People Strategic Delivery Plan (SDP) outlines five priority areas for focus over the next 2-3 years. The five priority areas will support the University in achieving the vision and goals outlined in the University Strategy by enabling our staff to achieve their potential through creating an inclusive environment which supports mental and physical wellbeing, supporting the health, safety and security of our staff and students and empowering people.

Whilst the People SDP focuses on our staff community, this is in the context that delivering these priority areas for staff will enable us to better support our students and facilitate a University community in which all staff and students thrive. As an enabling strategy, the People SDP will deliver outcomes, which are focused on facilitating the delivery and achievement of our strategic aims in education and student experience and research and knowledge exchange. By achieving this, we will also deliver benefits for our students and collaborators globally.

The People SDP provides a framework to guide people-focussed activities across all of the University campuses (China, Malaysia and the UK) focusing on specific areas to drive and lead organisational development.

Our five priorities are:

The goal of the SDP is to provide a culture and environment that enables people to grow, develop and strengthen the University for the future. The activities which support delivery of this plan aim to create a University with empowered staff, who are ambitious and creative, whose potential is supported within a secure and inclusive environment.

The People SDP is owned by the People and HR Committee and will be underpinned by a programme of delivery which will be emergent to ensure we are able to respond to priorities across the broader Strategic Delivery Plans over the lifespan of this SDP.

The Equality, Diversity and Inclusion SDP is helpful to reference in conjunction with the People SDP to provide the full overview of aims and objectives that form the overall people space.

Although the associated Human Resources Department delivery plan will form an important part of how we achieve the People SDP, it is only one element, and delivery of the people aspects of each of the other Strategic Delivery Plans, as well as plans at a Faculty/Department level and delivery of activity under the Vision for Technical Talent each play key roles in the achievement of this plan.

2. University values

People are at the heart of all that we do within the University. In essence, 'the University' is its people and as such, our people are key to delivering our key goals as a University.

We are at the early stages of a process of culture and organisational change and there is still much to do to ensure that the values are truly influencing all that we do across all aspects of our University activity. For this reason, one of the priority areas within this SDP focuses on 'Culture, Behaviour and Values' ensuring we keep this front and centre of our work in the coming years. In this context, it is important to understand that one of the strengths of a comprehensive University such as UoN, with its global campuses and presence, is the diversity in different cultures, which are present within different parts of the organisation. We will work to ensure that all of the individual cultures within the University consistently reflect our values whilst embracing the different approaches that reflect the needs of those particular teams.

The University values of inclusivity, ambition, openness, fairness and respect are a core feature within the University strategy and will steer how we approach delivery of the People SDP.

Inclusivity: *We are a community where everyone can contribute and be appreciated for who they are.* Achieved through:

- Delivery of our Equality, Diversity and Inclusion Strategic Delivery Plan
- Using co-creation and participatory approaches in the development of initiatives applied across all of the Strategic Delivery Plans

Ambition: *We set the highest standards for ourselves and our work and support each other to achieve them.* Achieved through:

- Being clear about the behaviours which we expect all to demonstrate, and reinforcing these expectations through our policies and practice
- Agreeing clear priorities for the University, for teams and for individuals
- Supporting staff when taking risks to foster creativity in how we approach our people ambition

Openness: *We will create a culture of trust and adopt a straightforward and transparent way of communicating with each other and with the world, championing the free exchange of ideas.* Achieved through:

- Engaging with all staff about the future strategic directions and approaches adopted by the University
- Encouraging the use of a range of technologies and approaches to build and support teams

Fairness: *Our decisions and actions are consistent, impartial and ethical.* Achieved through:

- Continuing our approach to including independent members in key decision making committees
- Being open and transparent in decision making
- Regularly scrutinising our own processes to continually improve fairness
- Supporting managers to be consistent in how they approach decision-making, recognising consistency in approach doesn't necessarily mean reaching the same outcomes for all. We will support managers to fairly take operational and EDI considerations into account.

Respect: *We have regard for each other's rights and feelings, and demonstrate this in our behaviour, treating each other with kindness.* Achieved through:

- Creating an environment where diversity of ideas and constructive challenge is welcomed, heard and respected
- Ensuring that the University is free from harassment, and that we all work proactively to address systemic discrimination and bias

3.   Campus coverage

Category 1:	**Category 2:**	Category 3:
Global activities that are led and managed by the University, across the University	**Activities that have University-led global direction, but are managed locally**	Activities that are managed locally

The primary aim of this version of the People Strategic Delivery Plan is to articulate a university-led global direction for our shared people priorities, which provide a framework for adaption and application of activities, which are determined and managed locally in China, Malaysia and in the UK.

The five key priorities described in Section 1 have been developed in partnership between the three campuses. We recognise and accept that the different size, age and focus of our individual settings mean that the detailed focus of specific delivery activities for each priority will be distinct for each campus. As such, we will develop three parallel and complementary sets of activities, which align with the overarching framework of priorities.

This document predominantly focuses on UNUK deliverables with China and Malaysia developing local delivery plans.

During 2021-22, we will establish a process for regular sharing of priority activities and identifying areas where we can share best practice or work collaboratively.

The University values apply to all campuses.

4.   Links to other strategic delivery plans

The People Strategic Delivery Plan is an enabler of the wider set of SDPs. As such, there are several clear links between the priorities outlined in this plan and those described in other plans. A summary of the identified links is outlined below:

Education and Student Experience

The People SDP will primarily act as an enabler for the ESE SDP, but there are important elements where partnership working between the implementation of the two plans should lead to positive impact for both. Examples of this partnership working include a strong consideration of wellbeing for staff through curriculum design and decision making about ESE implementation and embedding the University values in our taught programmes. The workload planning activities, which will form a core part of the People SDP wellbeing priority, will require collaboration in planning between the ESE and RKE SDPs in particular. Recruitment, reward and recognition for all roles relating to ESE will align closely with ESE priorities, and there will be a specific programme of work to explore the strengthening of the Teaching and Curriculum Leadership dimensions of career pathways.

Research and Knowledge Exchange

As with the ESE SDP, the RKE SDP will work in partnership to influence the workload-planning element of the People SDP. It will also be important to recognise the key priorities of the RKE plans in designing approaches to talent recruitment, reward, recognition, performance and career progression for all job roles relating to research and knowledge exchange, including technicians in line with the Vision for Technical Talent. Finally, a specific focus will be placed on a partnership activity between the People and Research SDPs to understand and influence research culture.

Equality, Diversity and Inclusion

EDI is embedded in all elements of the People SDP, and the staff element of the EDI SDP strongly aligns with the goals of the People SDP. In particular, in the UK, work to deliver Athena Swan and Race Equality Charter action plans involves close collaboration with the People SDP and supports activities in all five priority areas.

The University value of inclusivity is at the heart of both the EDI and People SDPs, and Equality Impact Assessments will act as an important tool to guide key strategic changes, which will be led and enabled by the People SDP.

Global Engagement

The key element of the global engagement plan, which will have a strong influence on our people related priorities, is the ambition to cultivate a global mindset. This will be reflected through induction activities as well as opportunities for mobility and international experiences. A global lens will also be used to influence development of training and development opportunities, ensuring that global skills are reflected in delivery of leadership and personal development support.

Civic

The primary way in which we will support the Civic SDP is through encouraging, enabling and rewarding staff for engagement with local communities. This could involve work around recruitment, knowledge exchange, volunteering and community engagement.

Environmental Sustainability

The People SDP will support the development of staff to take positive responsibility for their actions, particularly in areas relating to environmental sustainability. We will support development of a sustainability mindset, alongside inclusivity, digital and global, to be embedded into staff induction and development. We will carefully consider how implementation of agile working can meet environmental sustainability ambitions.

In addition to the activities in other SDPs, which will be *supported* by the People SDP, there are the following *dependencies, which* will require working in partnership between teams delivering the People SDP and others:

- *Digital:* Contributing to the Data and Analytics Strategic Implementation Programme to support insight and decision making at a staff and organisational level (People Priority 1: *Transforming how we support staff)*
- *Digital*: Supporting our staff to embrace digital – putting a use of digital technologies at the core of our staff engagement and experience, and ensuring that all staff are supported to develop the digital dexterity and skills required to use digital technologies to do their jobs (People Priority 1: *Transforming how we support staff*)
- *Estates and Facilities:* The SDPs for Digital, People and Estates have been developed in tandem to identify where there are cross-dependencies. The University's physical and digital infrastructure will support the way the University's human resource can support its core and ancillary activities to ensure success. Digital solutions will be delivered that enable agile working across campus to achieve the goal to be able to 'work and study from anywhere.' (People Priority 3: Culture, Behaviours and Values: Agile)

5.   Strategic priorities

Priority 1: Transforming how we support staff

We aim to put in place the appropriate resources, systems and tools to enable all within the UoN to be supported to thrive with purpose in their work. We will work towards an environment where leaders and managers are empowered to communicate with and lead their teams in the way that is most appropriate for their setting. We will empower individuals to be able to plan their own work as much as possible within their setting.

For the UNUK campus, this will involve:

a) Implementing new systems that enable usable access to the data needed for staff to undertake their roles effectively. Within the context of the People SDP this will focus on delivery of Digital Core (new HR/Finance/Procurement system and related business change)

b) Developing and empowering effective leadership practice in a supportive, trusting environment

c) Building trust through communications and actions, ensuring staff are able to participate in discussion and have awareness of key strategic initiatives across the University through an inclusive engagement framework.

d) Providing strategically aligned learning and development opportunities, ensuring all staff have access to continuing professional and personal development, and can shape their individual development journeys.

Priority 2: Health, Safety and Wellbeing

Covid-19 has highlighted the importance of embedding consideration for staff health, safety and wellbeing in all that we do. Health, safety and wellbeing is the highest priority across the University and must remain so as we move towards a more proactive health, safety and wellbeing culture. Our staff are the University's most important asset. A happy and supportive work environment is a critical factor in supporting personal wellbeing and in delivering our education and research purpose.

For the UNUK campus, delivering against this priority will include:

a) Ensuring the health and safety of our people. Moving towards a proactive safety culture through improved monitoring and reporting, supported through the implementation of the new Health and Safety Management System.

b) Delivery of activity defined within the Wellbeing Delivery Plan (DP) – placing a focus across each of the core themes of the Wellbeing DP (healthy mental wellbeing, healthy work experience, healthy lifestyle, healthy social wellbeing, healthy environment) and addressing underlying systemic factors, which can negatively impact on health.

c) A focus on work-related stress, identifying and working to address key contributing factors.

d) Revising our approach to workload, moving towards a system where collaborative discussion can support agile prioritisation of tasks, ensuring that workloads are manageable and that people are able to take time for personal development alongside delivery of their core activities.

Priority 3: Culture, Behaviours and Values

The People SDP signals organisational culture change. This requires us to move from focusing on processes and policies to behaviour and values and ensure that all are able to adopt new ways of working. We also want to develop mindsets in support of our University strategy, reflecting the range of focus this represents, and providing clarity around where we expect all of our staff to adopt mindsets and where there are areas, which require specialist roles and expertise. We recognise that this will require support for all to change their ways of working, identifying ways that we can maintain a team and collegiate ethos, but enabling diversity in approaches.

For the UNUK campus, delivering against this priority will include:

a) Development and adoption of agile working. Empowering staff by enabling work to be carried out at the place and time that best achieves the desired outcomes whilst delivering against operational requirements.

b) Focusing on collaboration and breaking down barriers to working together. Identifying the barriers, including financial models and organisational structures, which preclude the agility of the organisation to work in a responsive and collaborative way, engaging all staff in working for a common purpose.

c) Building resilience into our organisational design (including Covid recovery).

d) Commitment to engage our University community including (but not limited to) partnership working with relevant unions and staff networks to ensure that the diverse perspectives of the University community feed into our decision-making.

e) Supporting staff to develop the mindsets required to enable the delivery of our University strategy in areas such as inclusivity, civic, sustainability, global and digital.

f) Building our values into the delivery of all that we do. Celebrating those who embody University values in all that they do through reward and recognition schemes and activities.

Priority 4: Realising the ambition/ potential of our staff

As a University, we aim to recruit the very best people. Once people are part of our staff community, our goal is to enable everyone to fulfil their full potential, whether through Continuing Professional Development, providing opportunities to grow and build additional skills, or developing future leaders to enable great education and research outcomes to be achieved.

For the UNUK campus, this will involve:

a) Recruiting people with potential, with focus on improving diversity in teams where groups are under-represented, and engaging with our local and global communities in recruitment.

b) Embedding equality into focal areas including (but not limited to) recruitment, pay and reward, progression and development. Working to ensure our processes are trusted as fair and transparent. In this work, we will closely align with actions raised as part of the Athena Swan and Race Equality Charter initiatives.

c) Supporting all staff to deliver to their full potential through clear frameworks to guide discussion around development and performance. We aim for all of our staff to be clear about what they are expected to achieve, why this is important, how they will be supported in working in support of the University's goals and how this links to the University performance related reward mechanisms.

Priority 5: Engaging with our local and global community

The staff of the University of Nottingham are a global community with members drawn from around the world. Their diverse perspectives enrich the education and research that the University delivers as well as our partnerships with local and global communities.

a) Support our staff in engaging with work that supports our civic objectives, including volunteering, community engagement and knowledge exchange.

b) Better facilitation of partnership working across the institution to bring diverse thinking and insight together to achieve enrichment of ideas in development of our local University community including contributions from our alumni, students and collaboration/research partners.

c) Build strong partnerships and visibility with our alumni community and other external partners, working in partnership in support of the University values.

d) Offering our events and activities to visitors and partners of the University to contribute to Continuing Professional Development and lifelong learning. This includes engaging with our international campuses in joint delivery, promoting our cultural offerings, and engaging with our EDI events programme. In addition, we aim to work towards providing offerings of CPD to those within the local community and beyond as our digital maturity develops to diversify the groups who engage with our work at the University

6.   Outcomes and key performance indicators

We will consider development of a set of desired outcomes and benefits for each of the five priority areas:

- Priority 1: Transforming how we support staff
- Priority 2: Health, safety and wellbeing
- Priority 3: Culture, behaviour and values
- Priority 4: Realising the potential of our staff
- Priority 5: Engaging with local and global community

However, at an overarching level we are seeking to achieve a workforce which can be characterised as happy and healthy and through whom we are able to achieve high performance outcomes as a University.

Progress will be measured through criteria-based assessment which is likely to include a combination of 'workforce health-checks' and 'measurement of high performance' indicators. These may combine quantitative and qualitative approaches to measurement.

Further work will be undertaken to develop the key performance indicators for the People SDP, but indicative areas may include:

- Staff feedback eg on whether they would recommend the University as an employer
- Indicators of workload
- HR metrics eg relating to sickness absence/turnover
- Assessment of performance

7. Risk management

"Low staff morale undermines our ability to achieve a culture which supports high performance/to recover effectively from the impact of Covid-19 on the University" has been identified as a top-level risk within the University Level Risk Register (ULRR 5). The People Strategic Delivery Plan is a key mitigating control for this risk as it describes how we will support our people to meet the strategic goals of the University.

The Staff Morale risk is owned by the Director of Human Resources and the effectiveness of controls and progress of mitigation plans is overseen by the People and HR Committee and independently reviewed by Planning and Resources Committee.

In addition to the Staff Morale Risk outlined above, this risk also references the wider enterprise level risks and mitigations which relate to our people, including: Health and Safety (ULRR 8), Leadership and Management Capability (ULRR 12), Structures and Cultures (ULRR 13) and Digital (ULRR 8) as examples.

Risks directly associated with this Strategic Delivery Plan and its implementation will be overseen by the People and HR Committee.
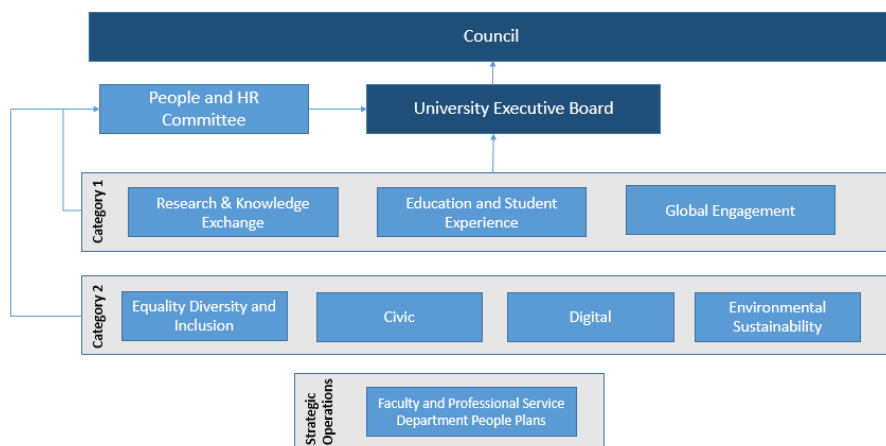
8.   Governance

The People Strategic Delivery Plan will be approved by People and HR Committee on behalf of the University Executive Board.

Oversight of implementation of the strategy and related plans at UK level will also be overseen by People and HR Committee with recognition that various elements of the plan will be delivered through the wider framework of Strategic Delivery Plans through which progress will be reported through their individual governance arrangements.

As the People Strategic Delivery Plan provides the overarching framework for people priorities, we will work with the wider SDP leads to ensure there is a distinct people work stream at action planning level against each SDP for transparent and visible monitoring of progress.

People and HR Committee will consider whether an exceptions report should be made available (as per diagram below) to P&HR Committee on an annual basis to enable assurance against the broader scope of people deliverables.

China and Malaysia's local governance boards will determine their approach to assurance.

Council

People and HR Committee	University Executive Board

Category 1: Research & Knowledge Exchange | Education and Student Experience | Global Engagement

Category 2: Equality Diversity and Inclusion | Civic | Digital | Environmental Sustainability

Strategic Operations: Faculty and Professional Service Department People Plans

9.   Implementation

Our aim is that the priorities outlined in Section 5 will provide the framework to guide strategic activities over a two-to-three-year period. As an enabling plan it is recognised that some of the contributing activity will be delivered by core teams and some will be delivered directly as part of the wider set of SDPs, through identification and delivery of key people activity within the Faculties and Professional Services departments and in line with delivery of plans such as the Vision for Technical Talent.

Alongside development of the activity plan to be delivered by core teams, for example within Human Resources, Internal Communications, Health and Safety and CARO, over the course of the remainder of 20/21 we will work with the relevant SDP leads to identify any key 'People Enablers' within their local SDP action plans and surface where dependencies for delivery may lie eg where there is dependency on another core department for delivery so that a realistic overall plan of priority activity can be agreed.

Priority activities will be reviewed in order to develop an action plan initially focusing on one year, with an annual refresh thereafter to ensure the activities in each period remain relevant and appropriately resourced. Where applicable we will highlight where activity in the action plan may contribute to one or more of the United Nations Sustainable Development Goals.

We will also work with the Faculties and Professional Service departments to identify a year one plan for delivery of priority areas taken from the core five themes to understand where local focus will be in 21/22 and then in 22/23 and 23/24.

For 21/22, this is likely to focus on (provisional):

- Within **Priority 1**: Building trust through communication and embedding the engagement framework
- Within **Priority 2**: Wellbeing with a focus on workload
- Within **Priority 3**: a) From hybrid to agile working and b) development of plans to embed our values in all that we do
- Within **Priority 4**: Supporting staff through effective ADC discussions with a focus on clarity of expectations and how staff will be supported to excel through CPD
- Within **Priority 5**: Routes to enhance approaches to partnership working both within and across faculties/professional services areas

Underpinned with a clear focus on continued development of staff engagement

Nb China and Malaysia are undertaking a related process locally with China having developed their People Plan as part of the Campus Plan and Malaysia are working to develop a People Plan by September 2021.