

Strategy 2030: People and Talent Strategy

A. Alignment to Strategy 2030

Sustaining and progressing....	Research excellence		
	Transformative learning experiences		
	An excellent student experience		
	A thriving Welsh language and bilingual environment		
Transformational themes: Strengthening and promoting...	Economic, social, and civic impact		
	Global reach		
	Health and wellbeing		
	People and talent		
Underpinned by...	Institutional sustainability		

B. Alignment to Corporate Risks

CR3	Loss of high quality student experience
CR15	Inadequacy of institutional strategic direction
CR23	Low staff morale
CR27	Poor operational effectiveness

C. Governance

Strategy period	2021-2025
Strategy review arrangements	The strategy will be reviewed annually by the HR Task Group and the outcomes will be reported to the Executive.
Last reviewed	The initial strategy was reviewed and approved by the Executive on 12 th January 2022.

D. Introduction

The delivery and effectiveness of the University's strategy depends upon our staff. Indeed, the growth and success of our organisation relies on high levels of staff engagement and performance. Our focus is now to ensure that we create an environment which enables our people to thrive and supports them to achieve their potential and perform at the highest level.

To enable this, together, we will establish a culture of trust, transparency, opportunities, and open

Vision:

It is our vision to attract, reward and retain the very best staff, and to provide the opportunities, environment and organisational culture for staff to achieve their potential and highest levels of performance.

Values:

We are committed to:

- embracing and supporting a values and behaviour based culture;
- promoting equality, diversity and inclusion;
- promoting a culture that celebrates individual wellbeing;
- recognising and rewarding contribution;
- attracting and motivating individuals to drive and maintain a high-performance culture;
- ensuring that all our staff are supported by transformational and effective leaders.

Delivery:

We will achieve the objectives in this strategy through interconnectedness with objectives across our other strategic pillars: Teaching and Learning, Research and Impact, and Welsh Language. Our strategy will also link with the Estates strategy, Strategic Equality Plan, the Health & Wellbeing strategy, the Research Concordat and the Athena SWAN action plan. Through this approach, we will all ensure that our people and University grow and succeed together.

We will deliver on the objectives contained in this strategy by:

- Engaging with leaders, managers, staff, and unions across the University.
- Continuously reviewing our people management processes to include benchmarking activity within the sector, response to feedback and policy review.
- Reviewing and developing the underpinning HR management information systems to improve service delivery, the efficiency of administrative processes and reporting capabilities.
- Remaining agile with room to adapt plans as internal and external drivers change.

Underpinning the Strategy will be a drive to refine and improve communications with staff within Professional Services and Colleges on HR matters. An ongoing dialogue with the campus trade unions, and staff forums, together with closer staff engagement, will be essential to shaping the action and implementation plans to achieve credible outcomes.

Ensure our colleagues understand how to make improvements within their own areas and feel empowered to contribute to strategic change across the University in a cycle of continuous improvement.

2. Reward and recognition

Our aim is to attract and retain excellent staff through flexible, sustainable, fair, and transparent reward and recognition mechanisms. We want to reward and recognise excellence in performance and commitment to the values and behaviours which align with those of the University priorities, by embedding a fair and transparent process.

We will:

Agree and implement a long-term rewards strategy, to include promotion and progression arrangements.

Continue to build on our total rewards and benefits package, offering flexibility and choice to suit diverse and changing needs, and to enable the University to be agile and competitive in the external market.

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Continue to work on a pan Wales basis with AdvanceHE to produce action plans to address any inequalities in order to improve the representation, progression and success of all staff and students.

5. Health, wellbeing and workload

Healthy workplaces help people to flourish and reach their potential. Fostering wellbeing can help prevent stress and create a positive working environment where individuals and organisations can thrive. To achieve this, we will place health and wellbeing at the heart of the experience of working at the University and encourage and inspire all staff to take responsibility for, and look after, their wellbeing.

We will:

- Build on the activities already in place and develop the offer of stimulating advice, knowledge and activities that inspire more staff to look after their health and wellbeing.

- Communicate the Health and Wellbeing strategy to all staff.

- Train our senior leaders to be the catalysts in engaging people to think about their own health and develop our managers to be able to respond effectively to different and challenging personal circumstances.

- Consider the health and wellbeing of our people in the way we design and build our campuses.

- Work to remove bureaucracy, improve process efficiency, and address creeping workload.

- Explore the potential of dynamic working to respond to the changing needs of our workforce and delivery.

- Embed an academic workload model, and a sustainable workload model for all staff groups.

F. Key Performance Indicators

Progress against each of the objectives will be articulated through key performance indicators (KPIs);