

# LEEDS TRINITY

# UNIVERSITY

# PEOPLE PLAN

2018 - 2021



# FOREWORD

## **At Leeds Trinity we are passionate about making our University a truly exceptional place at which our students study and our people work.**

We aim to transform people's lives through education, some of whom might not have initially considered higher education to be a realistic or attainable option. To achieve that we place our students at the heart of everything we do with an emphasis on creating a learning and living environment which helps them to flourish and exceed their own expectations.

We realise that our success in achieving this aim is wholly dependent upon our people - their expertise, dedication and professionalism. We recognise that the culture we create, the way in which we recruit, engage with, organise and manage our people is key in supporting the success of our students and crucial to us remaining a thriving, sustainable University.

We are committed to ensuring that Leeds Trinity University provides a rewarding and professional working environment where those

currently here, and those who may seek to join us, understand from the very outset what our focus is: **a wholehearted commitment to our students to provide them with a positive educational and life enriching experience.**

Through our People Plan we want to take our ambitions beyond words and make them a lived experience for everyone. Our aim is to develop and embed a culture of high performance – where excellence is the norm and exceptional is the target – adopting an approach by which people are empowered, developed and supported whilst being expected to deliver against clearly defined objectives, strongly aligned to our strategic goals.

The high standards we expect of our people are matched with our commitment to them that we will:

- be clear in our expectations of each other and provide clear direction
- develop our people, helping them to achieve their best and fulfil their potential

- review performance regularly and constructively, providing support as necessary, and with a clear link to our institutional ambitions
- endeavour to motivate our people, raise aspirations and empower everyone in the ongoing development of our University
- listen to our people and provide the means for them to feedback
- promote, recognise and reward excellence

Leeds Trinity provides an outstanding opportunity for our people to build successful and fulfilling careers within a unique, student-focused and community-based environment where the rewards extend beyond the purely financial.

*Professor Margaret A House OBE  
Vice-Chancellor  
September 2018*



## HERE FOR A

## REASON - LTUs

### Objective:

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Strengthen our position as an 'employer of choice' – a place where talented people want to work and grow their career in an environment where pursuance of excellence for our students lies at the heart of everything we do.

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We will achieve this by;

- Constructing a compelling offer for our staff, 'LTUs', which articulates clearly the positive commitments we make to our people including how we support, reward and recognise excellent contributions, values and behaviours aligned with our Staff Attributes.

- Balancing the commitments we make to our people with our clear expectations of them – based on the premise that they will strive to deliver excellence in every aspect of their work.
- Creating a culture where everyone feels welcome and included as a member of our staff community and in which everyone, individually and collectively, works with the shared and common purpose of supporting the success of our students.
- Ensuring that the narrative around our people offer is authentic and 'real' for all and that everyone can articulate why LTU is a great place to work and to study.
- Exploring innovative approaches which enable us to recognise meaningfully, and in good time, outstanding individual and team contributions which promote, support and deliver on our values and institutional objectives.
- Continue to review our career offer and reward package to ensure it remains relevant, attractive and competitive in the face of evolving challenges and needs.



# EQUALITY, DIVERSITY AND INCLUSION

## Objective:

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To build and nurture a University community that attracts talented people from all walks of life, regardless of heritage, lifestyle, socio-economic background or personal characteristics; a community which is representative of the diversity evident across the Leeds city region and as a member of which all our people feel valued and included.

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We will achieve this by;

- Increasing the proportion of employees from under-represented groups who are recruited to and developed within the University, ensuring that everyone who works here feels supported and included.
- Being direct and open about our need to improve our staffing profile with regard to under-represented groups, putting in place positive action initiatives in relation to the retention, development and inclusion of under-represented groups.
- Ensuring that the principles of equality, diversity and inclusion are inherent and embedded in all areas and aspects of our activity.
- Engendering a culture where our people are at ease discussing, sharing and celebrating differences.



## GREAT PEOPLE –

## GREAT SKILLS

### Objective:

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Develop all our people and provide them with the support and skills necessary to respond to the changing landscape in which we operate.

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We will achieve this by;

- Developing our people in a way which models our commitment to growing and developing our students and demonstrates innovation in development approaches.

- Increasing engagement by supporting the University to communicate with, listen to and involve our people in key decisions, through the development of effective employee communications strategies.
- Seeking to create an environment which encourages our people to strive for continuous improvement in their work and in which performance expectations are set, supported and managed through establishing clear goals and objectives which translate organisational objectives in a meaningful way.
- Seeking to identify, nurture and retain our talent through the development of proactive succession planning and talent development programmes –setting a clear expectation that our people will continuously develop skills and demonstrate desired behaviours.
- Breaking down barriers between functions and job roles and encouraging collaborative working across the institution to engender widespread and shared ownership of our corporate objectives and their delivery.
- Maximising our profile as an employer of choice to attract and recruit staff to meet the demands of the market and the needs and expectations of our students.



## GREAT LEADERSHIP –

## GREAT SKILLS

### Objective:

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Support and grow capability and confidence amongst our leaders and managers to deliver innovative and creative solutions that enable the University to thrive and succeed in a climate of change and challenge.

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We will achieve this by;

- Consistently and systematically developing our leaders and managers to equip them with the skills and behaviours to successfully lead others.
- Continuing to promote a model of leadership and management based upon positive understanding of emotional intelligence, deeper understanding of ourselves and others and a heightened awareness of our personal impact.
- Support our leaders and managers to develop a working environment based on trust and empowerment to ultimately inspire our people to achieve our institutional objectives.
- Develop our leaders and managers to encourage innovation, promote creativity and to embrace change with the purpose of enhancing staff engagement and communication across the University.
- Promoting a culture of collegiality and support amongst our leadership and management team and between the team and our Board of Governors.



## WELLBEING

### Objective:

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Create and embed an organisational culture which promotes positive wellbeing and high levels of engagement between the University and our people.

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We will achieve this by;

- Recognising the link between the wellbeing of our people and our overall success.
- Encouraging and inspiring our people to pay attention to their health and wellbeing and providing them with support to do so.
- Continuing to build the wellbeing offer for our people and pursuing a proactive approach intended to promote high levels of wellbeing at work and in life.
- Ensure that our commitment to staff wellbeing is embedded and reflected in our approach to health and safety across the University.
- Working to break down myths and stigmas associated with mental health and to provide support which enables our people to stay well.
- Creating a culture of engagement which inspires our people to be their best every day and positively contribute to our collective success.



# ORGANISATIONAL AGILITY AND CHANGE

## Objective:

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To support the University in defining, implementing and managing fit for purpose operating structures and staffing models across the University.

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We will achieve this by;

- Establishing a clear and transparent costing model of staff costs across the whole University including an understanding of how our staff costs are constructed.
- Ensuring that investment in staffing resource is determined on a considered, consistent and transparent basis in pursuance of our strategic objectives.
- Being open to new approaches, models of employment and ways of working which serve to support the University's long-term sustainability.
- Continuously reviewing and developing organisational structures/costs and their operational agility to ensure excellent value for money in service delivery.
- Establishing and working to a set of clear principles which govern the way in which we communicate, manage and implement change across the University and which deliver change programmes in a fair and consistent way.