

2024 - 2028



Liverpool Hope University

OUR PEOPLE STRATEGY

Shaping Our Future:

Belong | Excel | Thrive

Introduction

Our people, as one of five interdependent enabling strategies, focuses on supporting the new **University Strategic Plan** and its five strategic pillars of Ethos and Community, Education, Research Scholarship and Knowledge Exchange, Partnership and Voice, Sustainable and Future Ready. The success of these strategies are dependent upon the key impact and difference our employees make.

Purpose

Set within a significant time of major change, the strategy will be adaptive and agile to reflect new demands and the need to refocus priorities when required. The Strategy and associated high level actions and work streams will support the current and future development of our employees and by doing so enable us to see our students succeed. It is underpinned by Hope's aspirations to be a welcoming, hospitable and caring organisation, inviting all our colleagues to contribute to building a kind, generous community where all may flourish.

Our People continues to recognise that all employees are key in achieving the objectives of the University's Strategic plan as valued members of its community. It seeks to encourage devolved and distributed leadership throughout the University in addressing both local and corporate issues and places ownership of the priorities to those best placed to ensure they are achieved.

Parts of this strategy will span numerous years, particularly where they require structural, organisational and cultural changes that need time to implement and embed. Where possible we will seek to use technology as a positive enabler.

Many actions arising are interconnected and have natural synergy with the other enabling strategies. This will require collaboration, strategic and operational leadership and effective engagement with various stakeholders and representative Trade Unions.

The strategy will be regularly monitored inclusive of a range of agreed performance indicators.



Employee Involvement

We are committed to enhancing our employees experience and ensuring their views are heard. We thank those that have engaged with us on the development of the strategy and will continue to fully communicate and seek feedback on its progress with the wider collegium.

People Services Vision

Working collaboratively with leaders, employees, key internal and external stakeholders we will shape and build a unique, fully inclusive, change ready, values driven, socially responsible, people centric work setting with highly skilled and engaged colleagues, contributing to the University's ambitious plans for 2028 seeking to maximise institutional excellence in all that we do.

Partnering with Our Faculties, Schools and Departments

Our Ambition

Supporting our people requires significant joint working and collaboration but mostly importantly shared ownership and understanding centrally and locally. Local people plans/aims need to be developed within an agreed institutional framework that acknowledges different challenges and opportunities that various functions face.

Themes

There are eight interconnected People Themes in this strategy aligned to the University's ambitions and Strategic Plan.

The high-level actions supplementing the Themes identified are those we believe will have the greatest impact on meeting the University's ambition. They will be underpinned by numerous other actions and work streams that support them.

Our themes



Living our **values** Developing our **culture**.

To develop a transforming vibrant and positive culture that seeks to be thoughtful, welcoming, compassionate, collaborative, innovative, creative and inclusive; that supports the ethos of hard work and excellence in higher education. We want a people centric culture that the entire community understands and is proud to be part of.



Our **equality, diversity** and **inclusion** commitment

To encourage Equality, Diversity and Inclusion in all that we do. EDI's foundational base lies within the individual and organisational values we aspire to, demanding inclusivity for all, where diversity of experience and perspective is encouraged.



Supporting and **maximising** our performance

To develop employees and maximise individual and overall University performance. Creating development opportunities that support other critical strategies. Enhancing and developing entrepreneurial capability and commercial acumen to support new distinctive offerings.

To ensure our talent attraction and retention activity, performance frameworks, career paths and promotion processes are fully aligned and consistent in promoting, encouraging and recognising excellence allowing us to identify and retain our highest performers.



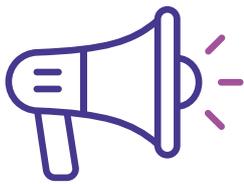
Our **leaders**

Development interventions for leaders and managers will be vitally important in achieving our ambition and addressing the challenges we face. We need to ensure our current and future leaders are authentic, inclusive and adaptive whilst positively portraying the values and ethos of the University. We want to develop empowered leadership which inspires excellence.



Our **wellbeing** and **safety**

To place wellbeing and safety at the heart of the whole employee life-cycle experience. Supporting and inspiring our people to look after their health and wellbeing, and that of others. We will provide a separate Wellbeing strategy and central framework in partnership with other key functions and our Wellbeing Champions that supports colleagues and can be tailored and adapted for use within Faculties, Schools and Departments to meet specific locally identified initiatives.



Hearing our employee voice, **engaging** our people

To create a framework where the employee voice is heard and valued and impacts to inform our decision making processes and actions at a University, Faculty and Departmental level. Working collaboratively with leaders, in partnership with employee representatives, networks and forums, to encourage positive engagement with our colleagues, resulting in an employee base that is proud to work for Hope and promotes the University as a great place to work.



Transforming our **work environment**

To sustain and enhance our organisational capability ensuring it grows organically with its people base and is financially viable. Harnessing the benefits of digitally enabled solutions, to support the workforce in embracing agile, flexible and business efficient working practice. Developing a working environment that enables employees to thrive using modern ways of working that delivers benefits for the individual, the team and the University and is supportive of our commitment to the environment.



Social responsibility and **the environment**

Driven by our commitment to being an anchor institution in our region and contributing to local and global solutions in seeking to create a more equitable society we will encourage and support colleagues to act environmentally and with social responsibility. We will support our employees in engaging with work that supports our civic objectives, including volunteering, community engagement and knowledge exchange.

Timeline and Interconnected Themes Table

High Level Action by Theme	Living our values. Developing our culture	Our equality, diversity and inclusion commitment	Supporting and maximising our performance	Our leaders	Our staff wellbeing and safety	Hearing out staff voice, engaging our people	Transforming our work environment	Social responsibility and the environment	Target to achieve
Support Leaders and teams to embed Hope values across their relationships and working processes to build positive working environments		✓		✓	✓		✓		28 ¹
Build a culture which embraces openness and transparency and welcomes and is responsive to feedback from its people	✓	✓		✓					28
Develop a compelling and unique Employee Value Proposition		✓	✓		✓	✓	✓	✓	24/25
Become a more inclusive employer ensuring our attraction initiatives are from a diverse a pool as possible	✓	✓	✓			✓			28
Ensuring staff networks voices are captured and meaningful interventions put in place to support our diverse community recognising inclusion as a vital part of Hope being a healthy university.		✓				✓			28
Build a culture of continuous improvement where our people understand how high performance contributes to achieving our ambitions and is recognised accordingly			✓	✓					28
Develop a tailored approach to performance and development for every colleague, enabling them to engage in training, learning and experiences to enhance their personal achievement and contribution to Hope's ambitions whilst supporting their career development		✓							28

¹ Where 2028 is used target is ongoing

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Benchmarking Hope's approach to pay and reward on an annual basis, both across the sector and in our local area			✓						
Working with stakeholders to support schools and large departments in the creation, ownership and delivery of appropriate employee initiatives and plans that accurately identify current and future employee requirements, encouraging professional development and being ready to address challenges that arise.		✓	✓	✓	✓	✓	✓		
Develop a framework of leadership framework/behaviours that will underpin Hope's aims setting out the expectations that employees at all levels can have of those in leadership and management roles				✓		✓			
Provide Leadership Development programmes that are appropriate for the stage of individual careers inclusive of aspiring future leaders.			✓	✓					
Conducting an Employee Survey which is valued and well supported by employees. Ensure that the University leadership responds to important issues identified at institutional and school and department level, with the use of mid-year targeted pulse surveys on specific issues when necessary					✓	✓			
Making it easier for employees to provide feedback through more dynamic and energetic approaches to engaging with and listening to employees throughout their lifecycle with us, and ensuring we take visible and timely action when required						✓			
Implement Hope's Wellbeing strategy and supporting plan					✓				

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Supporting our employees in developing digital capabilities and confidence, allowing them to be equipped for engaging in digital practice & innovation and future ways of working which aligns to the ambitions of our Digital Strategy			✓				✓	✓	
Support key employees in developing their entrepreneurial capability and competence and commercial acumen			✓						
Ensure people practices are inclusive of Hope's ambitions for sustainability encouraging employee commitment through development opportunities and tailored performance targets								✓	
Support our employees in engaging with work that supports our civic objectives, including volunteering, community engagement and knowledge exchange								✓	

Monitoring Progress and Key Performance Indicators

The University's Executive Board will maintain overall ownership for the strategy and associated plans and will formally monitor progress against the aims through a range of qualitative measures (such as stakeholder feedback) and quantitative measures (such as workforce data,) coupled with progress in relation to the KPIs listed below. The People and Human Resources committee will review progress of this strategy on behalf of University Council. An annual progress report will be presented at SMT.

Outcomes and KPIs (for 2028).

KPI	Measure of Success
Demonstrate our commitment to diversity, equality and inclusion	<ul style="list-style-type: none"> Support the corporate target to achieve the Athena Swan Bronze award as a minimum Obtain Level 3 disability confident Increased the Hope's diversity profile during the duration of this strategy globally and in underrepresented roles
Place wellbeing and safety at the heart of the whole employee life-cycle experience	<ul style="list-style-type: none"> % of employees who believe that their mental health and/or wellbeing are supported by Hope to improve year on year Monitor and report on the progress of actions arising from the HSE SIT survey
Ensure engagement with colleagues to improve the working environment and have an employee base that is proud to work for Hope and who will promote the University as a great place to work	<ul style="list-style-type: none"> Increase the percentage of employees who respond positively to the statement, "I am proud to work for Hope University". Increase the proportion/percentage of employees who respond positively to the statement, "I would recommend Hope as a good place to work". Increase People Services communication to colleagues and stakeholders producing a "You said, We did" document annually
Support and maximise our employee performance providing appropriate development opportunities and career pathways to achieve Hope's overall strategic ambitions.	<ul style="list-style-type: none"> Above 85% of employees will engage with the development activities agreed in their annual performance review meeting. Above 85% of the workforce will engage in digital development through internally led programmes Annual evaluation of appraisal experience and continuously improving the process based on stakeholder feedback. Career ambition from appraisal conversations is fed into a clear succession planning process reducing the number of roles highlighted without potential successor
Ensure we have effective authentic, inclusive leaders throughout the University	Audit the success of the Hope Leadership and Management behaviours framework via bi annual pulse survey
Ensure we develop entrepreneurial skills and commercial acumen to diversify our income streams	<ul style="list-style-type: none"> Increased participation levels of employees in courses or training related to entrepreneurship.
Improve the opportunities for employees to engage in civic service via volunteering, community engagement and knowledge exchange	Increase number of employee engagements with external bodies and groups utilising a variety of internal and external opportunities.





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