



Strategy 2030: People and Talent Strategy

A. Alignment to Strategy 2030

		Primary	Secondary
Strategic Pillars: 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 communication. Our culture will be one where we are engaged, motivated and understand the values, behaviours, and shared purpose of this University.

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.

E. Objectives**1. Enable talent and high performance**

Our aim is to attract, identify, engage, develop, retain, and deploy individuals who can make a significant difference to organisational performance. We want to drive a high-performance culture in which individual development and career aspirations are supported and aligned to organisational priorities.

In order to achieve this, we will:

- Develop a clear and sustainable recruitment strategy that encourages and enables the development of internal talent, but also identifies and recruits external talent who align with our aspirations.
- Develop a clear understanding of what high performance means to each area, and link this to recruitment and talent management.
- Identify and nurture talent, creating capacity for development and success, supporting career progression, and building capability for the future.
- Identify and address future workforce, language, and talent requirements.
- Create graduate trainee opportunities to grow the bilingual capabilities of the University's workforce and contribute to our civic mission to offer high-quality employment opportunities across the North Wales region.
- Have succession plans in place that allow colleagues to feel able to embrace opportunities within existing roles, while also growing the skills to ensure that they are ready for opportunities that will arise in the future.

- 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.
- Raise the profile of the benefits of working at the University through communication of the total benefit package available to all staff.
- Reward and recognise individual and team contributions which support the University's values and corporate objectives.
- Seek to understand pay gaps, and proactively work to reduce them.
- Review our pay and grading structures to ensure that they align with sector-wide benchmarks and expectations.

3. Leadership

Our aim is to develop and support the growth of transformational leadership and management. As organisations need to become more agile, there is increasing recognition that all employees need to demonstrate leadership qualities, whilst recognising that the aims and focus of that leadership may be dependent on the employee's role and grade.

We are committed to ensuring that we:

- Develop a cohort of future academic leaders who define, shape and drive the agenda for the enhancement of teaching and research.
- Equip all our leaders with the necessary skills and behaviours to lead others and to deliver excellence throughout the University
- At all levels, embed a leadership development programme that builds and sustains inclusion and expands on initiatives to diversify the leadership pool.
- Develop a model that exemplifies the values and behaviours that are expected of all those in leadership roles at Bangor, with the key aim of fostering and facilitating greater institutional trust.
- Develop Leadership Framework and Management Programmes that support colleagues to be effective across the University and beyond.

4. Diversity & inclusivity

Our aim is to promote an inclusive environment where everyone feels able to participate and achieve their potential. As an organisation we recognise that that while people have things in common with each other, they are also different in many ways. Promoting and supporting diversity in the workplace is about valuing everyone as an individual.

To continue with the Bangor tradition of a unique multicultural, multilingual, and inclusive experience, we will:

- Raise the understanding of equality, diversity and inclusion through communication, learning, and through the work of staff and student groups.
- Engage leaders and managers to challenge the status quo and embrace transformational ideas on promoting diversity. In order to facilitate this, we will enable them to set ambitious goals that have resonance with our priorities.
- Seek to understand and improve the experience of staff and students from under-represented groups, and groups with protected characteristics.
- Operate a zero-tolerance environment for all inappropriate or discriminatory behaviours.

- 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); these are underpinned by a framework of more detailed KPIs and targets which are aligned and operationalised through the University's annual business planning round.

1.	Pay gaps (gender / ethnicity) <i>[objective 2]</i>
2.	EDI metrics: (experience, performance) <i>[objective 4]</i>
3.	Staff survey (% agree): (a) Working at the University questions <i>[objective 1]</i> (b) Pay and benefits questions <i>[objective 2]</i> (c) Leadership; My manager / supervisor questions <i>[objective 3]</i> (d) Equality and diversity; Harassment and bullying questions <i>[objective 4]</i> (e) Health and wellbeing questions <i>[objective 5]</i>
4.	People & Cultures Committee metrics: (a) Recruitment (ratio of recruitment to applications) <i>[objective 1]</i> (b) % Staff turnover <i>[objective 1]</i> (c) No. of equality impact assessments carried out <i>[objective 4]</i> (d) No. of Occupational Health referrals <i>[objective 5]</i>
5.	% Welsh speaking staff recruited <i>[objective 1]</i>
6.	Bangor benefits: staff take-up <i>[objective 2]</i>
7.	Casualisation: % fte on fixed term contracts <i>[objective 1,4,5]</i>
8.	Leadership/Management: engagement with training/development/mentoring <i>[objective 3]</i>