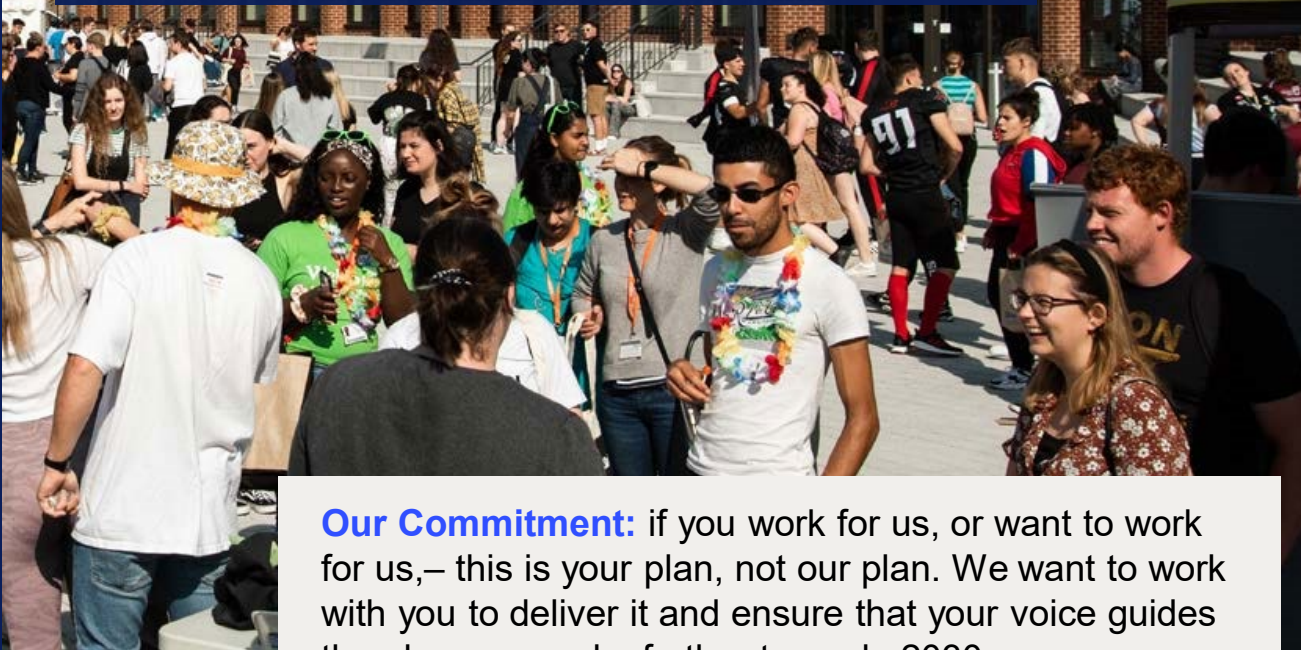# CCCU People Plan 2024-25

**VISION
2030**

Introduction

The People, Culture and Community (PCC) Strategy is one of the 4 strategic aims of Vision 2030.

The CCCU People Plan supports the PCC Strategy, setting out our objectives until July 2025, and outlining work already underway.

Our Commitment: if you work for us, or want to work for us,– this is your plan, not our plan. We want to work with you to deliver it and ensure that your voice guides the plans we make further towards 2030.

Canterbury
Christ Church
University
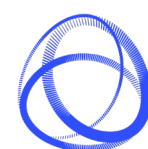
Our People ... will be at the heart of everything we do, we put our people first by ensuring the wellbeing of all and providing everyone with opportunities for career growth and development.

Complete/Ongoing

- Developed and published a new Further Qualifications policy.
- Continuing to measure staff engagement via pulse surveys.
- Piloting an internal 'Careers Hub' for colleagues in professional services roles.

Started

- A staff wellbeing plan will be launched in March 2024.
- Refreshing and further promoting Positive Performance Conversations to ensure everyone has the opportunity to discuss their work experience, priorities, personal wellbeing and development.
- Increasing engagement, understanding and number of staff apprenticeships across the University.
- Developing a set of principles to underpin organisational re-design so we have clear and effective structures.
- Reviewing the Framework for Academic Workload Planning.
- Developing a set of principles on workload and working practices.

Planned

- Work to improve the retention rate for colleagues with less than 1 years' service by:
  - creating an improved and consistent experience for all our new joiners
  - developing a new colleague development pathway and learning materials.
- Exploring opportunities for colleagues to influence change at CCCU.
- Reviewing our existing reward, recognition and benefits.
- Continuing to develop our students as a talent pool.
- Reviewing how we select job candidates.

All the work delivered and planned is based on the feedback we have received for improvements from the staff surveys since 2022, and on the staff data and analysis, for example relating to recruitment and retention.

Our Culture ... will develop to support modern ways of working with effective processes that encourage collaboration, reward innovation, promote accountability, build trust and value empowerment.

Ongoing

- Building and supporting a [Continuous Improvement](#) Community of Practice to review and improve our internal processes across CCCU.

Started

- Developing StaffLearn to support colleagues and managers to keep track of [Positive Performance Conversations](#) discussions and record and share progress more easily.
- Identifying inefficient Human Resources processes and redefine these to be more people focused.
- Developing the next [Health & Safety 4 year](#) (2024-28) strategic plan by December 2024 to support the University in creating new healthy and safe ways of working.

Planned

- Creating up-to-date job description templates, with supporting guidance, that will be appropriate for both job seekers and staff.

All the work delivered and planned is based on the feedback we have received for improvements from the staff surveys since 2022, and on the staff data and analysis, for example relating to recruitment and retention.

Our Community ... will help to eliminate discrimination, promote equity, diversity and inclusion and embed a strong sense of belonging in all that we do.

Ongoing

- Implementing the Equality & Inclusion Strategy 2024-2027 which focuses on growing our culture through a community and intersectional data-driven approach to inclusion initiatives.

Started

- Developing an agreed university-wide set of staff and student data that shows the Equality & Inclusion profile of our populations.

Planned

- Undertaking an annual review of the applications and success rates in academic promotions.
- Undertaking a review of recruitment and selection stages to understand where bias may be occurring and put in place the actions to tackle this.
- Improving our current rates of disclosure of protected characteristics.
- Developing a longer-term plan to engage the staff voice beyond the survey, growing and developing Staff Networks and implementing inclusion initiatives.

All the work delivered and planned is based on the feedback we have received for improvements from the staff surveys since 2022, and on the staff data and analysis, for example relating to recruitment and retention.

People Vision: providing a great day at work for everyone, every day

Our Leaders ... will need to be confident, progressive and compassionate and will role model being responsible, ethical and active champions of sustainability.

Ongoing

- Delivering a leadership development programme (Catalyst) for SLG and SMT to create a common "language" and shared understanding of leadership, setting out clear expectations about being a leader at CCCU.

Started

- Developing a behavioural framework for leaders.
- Implementing a people metrics dashboard for SMT.
- Designing and implementing a defined development pathway for new managers to include training, mentoring and peer networks.
- The HR Business Partners to provide enhanced levels of support for all leaders and managers to support the delivery of localised people plans.

Planned

- Improving the extent and clarity of support for managers and leaders across the University through the StaffLearn learning pathways and dashboards.
- Extending the training offer for leaders and managers to include action learning sets and the development of a peer community.
- Designing and implementing tools that support our leadership community to create greater focus and action around succession planning and internal resource mobility.
- Implementing a people metrics dashboard for SLG.
- Equipping leaders to develop their people, including improved coaching skills of our leaders, through development and learning opportunities.

All the work delivered and planned is based on the feedback we have received for improvements from the staff surveys since 2022, and on the staff data and analysis, for example relating to recruitment and retention.