

CCCU People 2022 - *Being the Difference*

Vision

CCCU People - One team working collaboratively to deliver excellence for our students, staff and community of stakeholders.

1. Develop our people to achieve CCCU's and their ambitions

Strategic Aim:

To ensure we can recruit, develop and retain the people who can deliver excellence for our students and stakeholders and help make CCCU an inspiring place to work.

To achieve this, we will:

1.1 develop and implement strategies to attract people from a wide range of research areas, industries and sectors to work here¹

1.2 become a more inclusive employer, increasing the diversity of our workforce alongside the growing diversity of our students.

1.3 ensure we have an organisation-wide approach across to both workforce and career development planning to help achieve our ambitions.

1.4 continue to ensure the people development provision is an investment in our individual and collective success

1.5 continue to engage with the opportunities provided by national apprenticeships frameworks, with a view to ensuring that this route for training and development to upskill /reskill our workforce is thoroughly utilised.

2. Build the energy and capacity for change

Strategic Aim:

To build our individual and organisational resourcefulness so that we can positively embrace and lead purposeful change.

To achieve this, we will:

2.1 create a change "framework" that recognises that people are at the heart of successful change - ensuring that organisational change is well planned and executed with a clarity of purpose and outcomes.

2.2 build our expertise in organisational design so that organisational structures provide clear lines of accountability and alignment

2.3 develop, enable and strengthen leadership behaviours of staff at all levels, that support and facilitate successful change

2.4 build a coaching and mentoring culture: creating time and space to think and reflect; fostering resourcefulness in all our staff

¹ The objectives for 2019-20 are in italics and highlighted in yellow

3 Develop a positive and inclusive performance culture

Strategic Aim:

To successfully translate our strategic ambitions into accountabilities for individuals, leaders and teams working together, in support of our values and identity, with a clear vision of what that success looks like.

To achieve this, we will:

- 3.1 connect people with purpose ensuring everyone has a clear understanding of what is required for success - focusing on delivering excellence
- 3.2 improve our feedback and appraisal mechanisms to help create ownership: individuals taking responsibility for their own actions and caring about their impact on others
- 3.3 ensure we have clarity of line management structures across the university to support accountability for the delivery of the Strategic Framework
- 3.4 develop open and transparent mechanisms for rewarding and formally recognising colleagues for their contribution- in a way that ensures their continued engagement and commitment to the success of the university
- 3.5 improve the capabilities of our line managers and leaders in developing a positive performance and accountability culture
- 3.6 working in partnership with our staff and student representatives ensure that all staff and students have a voice in, and are able to contribute to, performance improvement across the university -

4. Enhance the well-being of our community of staff and students

Strategic Aim:

To improve how we work together and ensure that we provide a positive working environment that supports meaningful work and recognises the intrinsic link between staff and student wellbeing.

To achieve this, we will:

- 4.1 work with all colleagues to realise the aspirations set out in the Mental Health and Wellbeing Framework
- 4.2 provide clarity on the fair distribution of workloads across the university and balancing the pressures and demands of working life
- 4.3 develop our approach to flexible working practices to ensure we are offering our people the better opportunities to balance work and other priorities.
- 4.4 review our communication and meetings practices to make them more effective, inclusive and succinct. Ensuring we are listening to concerns and feedback from staff e.g. in staff surveys
- 4.5 work with our values in mind, with kindness and treating others with dignity and respect
- 4.6 create communities of practice to facilitate learning, co-produce, solve problems and develop connections, including with communities external to the university (volunteering)
- 4.7 provide opportunities to celebrate and share good practice building a sense of belonging and community for all
- 4.8 support our staff networks to be vibrant, diverse and inclusive
- 4.9 enhance the digital and working environments to support collaboration across departments and different teams
- 4.10 ensure that people have the information, training, mentoring and support to enhance our use of technology and to adopt behaviours to make the most of the digital environment