

People Plan 2021 – 2025

We are operating in an uncertain, even chaotic environment. We must learn to thrive, welcome and embrace, that chaos.

This can only be achieved by continuing to further engage all staff and all stakeholders in the development of our University, enhancing understanding and freeing each person to use their initiative whenever possible, encouraging and facilitating them to help shape and share in the future direction of our Edge Hill.

This is best achieved in organisations where there is a sense of ownership and an enabling culture and ethos, and this is the environment that we seek to create, strengthen, and sustain.

Dr. John Cater
Vice-Chancellor



The Purpose of Our People Plan

The purpose of the People Plan is to identify Edge Hill's people priorities for the next five years. It ensures that everyone connected to Edge Hill understands the role they play in securing its future.

Our People Plan aims to strengthen the unique, warm and welcoming culture we have created together. There is less emphasis on the exact actions we will be taking and more about the culture and behaviours we are working towards to achieve our strategic ambitions.

It was carefully developed based on lived experiences of our staff and their perceptions of the University through a variety of different perspectives.

Our People Plan is divided into four routes to success to ensure everyone can thrive within an ambitious, inspiring, evolving and innovative community.

The delivery of the People Plan will affect every one of our colleagues, and its impact will be monitored by the University's Resources Committee.

Supporting the university's Values

Our Strategic Plan describes our core values as our wholehearted commitment to our staff, students and partners and our constant efforts to improve.

Our approach is inclusive; we celebrate diversity and tirelessly strive to enhance the life opportunities that a good education provides.

The University will be financially and environmentally sustainable, seek always to reinvest its resources to enhance the student experience, its research capacity, and its engagement with public and third sectors, business, the region, and its local community.

We will be decisive and focused and plan with realistic ambition founded on our substantial progress to date.

Our People

The diversity of our workforce is a key indicator of an inclusive culture. The effectiveness of line managers and their teams in setting the right cultural and behavioural tone by celebrating difference, empowering others to make their own unique contribution, and actively listening and then taking supported action cannot be understated.

As a progressive and inclusive University, we will regularly review and publish key workforce information within the HR Annual Report. This is a commitment to continuously improving, strengthening our community and being accountable for our commitments.



Our community at a campus wide diversity celebration

Our underpinning approach

Our decisions, actions and behaviours should be led by clear principles, particularly in times of significant change. We will ensure that we have effective systems, structures, guidance and procedures in place.

We acknowledge they will need to be confidently and consistently brought to life, to make a real difference to our staff and students.

We will be open to both sharing and learning from the lived experience of our community. As we listen and reflect, we will ask ourselves tough questions, challenge ourselves, and explore the areas we can do better.

This is why our wellbeing and inclusion principles will provide a pathway to good decisions, regardless of the context in which those decisions are being made, so staff feel empowered to use their knowledge, skills and insights to innovate in real-time.



Our community at a family event to open Catalyst

Wellbeing and Inclusion Principles

Our principles of inclusivity will run like threads throughout everything we do, fostering a sense of belonging and creating an environment where all people are valued for who they are.

These principles are that we will:

- Work cohesively to strengthen the spirit of the Edge Hill Community
- Value each individual and respect the dignity of all
- Make informed decisions based on a factual evidence base and meaningful consultation
- Hold ourselves to be open and honest dialogue, where we share experiences and expect to be constructively challenged
- Support early and informal resolution of issues and concerns

These principles provide an excellent foundation to optimise wellbeing in the workplace. They will help to build individual resilience and our community to deal with the challenges life brings. They will help create an environment where every person can make a positive contribution and take personal responsibility to address the inequalities in society.

We are committed to raising awareness of and tackling inequalities and ensuring our principles of inclusion are evident to everyone. Through actively listening to our students, staff and alumni: we will take positive and prompt action to continue to make our community one which we all proudly belong. The University further articulates its strategic commitment to equality, diversity and inclusion (EDI) in the Equality, Diversity and Inclusion Strategic Action Plan.



Our community recognising and celebrating TEF Gold

People Plan 2021 – 2025

Our People Plan is based on four key areas of focus that aim to support the realisation of the University Strategy by developing:

Ambition

we are an ambitious University where informed leaders at all levels can articulate our aims, engage people in our mission and empower others to aim higher.

Innovate

we are an innovative, modern and exciting University that strives to realise all potential to enhance the student, staff and visitor experience.



Inspire

we have an inspiring culture and an environment where people want to come to study, work or visit because you feel listened to, part of something and able to influence.

Evolve

we are always evolving, able to adapt and clear where we are heading. We take personal responsibility in knowing what actions we need to take along the way.

MEASURING OUR IMPACT

Our People Plan brings together the ‘people’ elements of the [Strategic Plan 2020-2025](#) and the [Equality Diversity and Inclusion Strategy](#). These indicators of success will be reported on an annual basis to the University’s Resources Committee.

Route to success	Our Vision and Values	Strategic Objective	Strategic Indicators of Success	Key programs of work/enablers
Ambition we are an ambitious University where informed leaders at all levels can articulate our aims, engage people in our mission and empower others to aim higher.	Show determination and ambition. Build our research capacity, and further develop our research in cognate fields which have a demonstrable impact on discipline and society.	Secure the future of the University by identifying, nurturing, and developing potential leaders. Recognise and reward strong performance. Maximise our performance in a universal Research Excellence Framework (c2028).	High levels of participation in performance review and development. Equal pay audit and statutory gender pay report published and indicating positive trajectories and narrowing gaps. A diverse workforce which more closely reflect demographics in the surrounding areas. A REF submission which continues the trajectory of the last three exercises.	Workforce data profile. Performance Review and Development. Succession Planning. Staff Learning and Development offer. Development of people management competencies. Greater level of integration between University leaders.
Inspire we have an inspiring culture and an environment where people want to come to study, work or visit because you feel listened to, part of and able to influence.	Expect and celebrate creativity and excellence. Provide an outstanding student experience, underpinned by high-quality learning and teaching, listen to the ‘student voice’ and further develop our strong sense of community. Continue our measured investment in the campus and facilities to further enhance what is already an outstanding environment for learning and living.	Continue to communicate with and listen to our stakeholders, both internal and external and work to ensure that decisions and plans are informed and influenced by all. Reap the positive benefits of a strategic approach to health and wellbeing to enhance staff motivation and engagement.	Healthy staff turnover. Improved outcome of staff survey. Decreasing sickness absence rates. Successful RSUK Wellbeing Audit. Athena Swann. HR Excellence in Research.	Staff engagement activity. Celebrating success and recognising contribution. Equality, Diversity & Inclusion Steering Group. Wellbeing for All Internal Communication Plan
Innovate we are an innovative, modern and exciting University that strives to realise enhance the student, staff and visitor experience.	Show resilience and adaptability. Harness the creativity, knowledge, and commitment of our staff to promote our values and enhance our activities.	Support the further improvement of research capacity and the skills which facilitate knowledge exchange. Support the development of innovative systems which enhance staff and student experience.	Decreasing sickness absence rates. Successful RSUK Wellbeing Audit. Accurate, timely, high quality and relevant staff-related data is available in real time for managers. All staff recruitment is underpinned by robust methods of assessment and selection testing.	Wellbeing for All Workforce digital capability Workforce systems development Information / Data Strategy Group Value for Money & Procurement Steering Group
Evolve we are always evolving, able to adapt and clear where we are heading. We take personal responsibility in knowing what actions we the way.	Work together to deliver our vision, embrace challenge, and seize opportunity. Selectively establish additional national and international partnerships to enrich university life, deepen understanding, and benefit the region, the UK economy and society.	Encourage an outward-looking, engaged, and proactive approach from all staff. Enhance the knowledge and expertise needed to deliver innovative learning and teaching of the highest quality.	Maintenance of external Awards: - HR Excellence in Research. - Athena Swan Bronze, Silver or Gold. - Mindful Employer. - University Mental Health Charter. Increased number of active international partnerships.	University Research Strategy University International Strategy Effective change management and performance enhancement