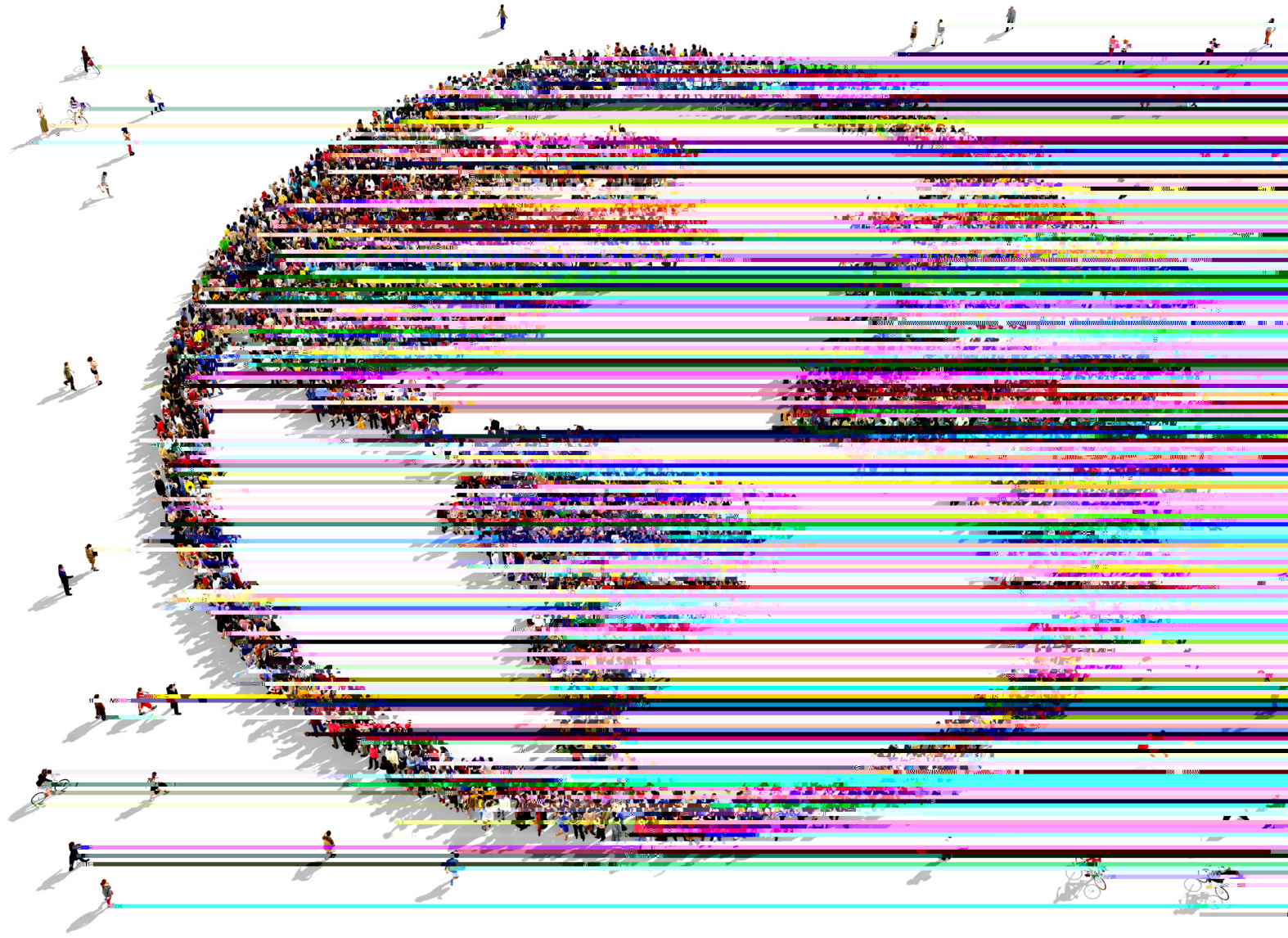




# Our People & Culture plan for sustainable and transformative change



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# 1 We build strong communities by working effectively together in a supportive way

Working effectively together and increasing our connectivity locally, nationally and globally will contribute to our vision of being globally significant. Broadening ways in which we build strong communities; increasing leadership and collaboration at every level; and empowering people to harness their collective potential enables our whole community to thrive.

## We aim to...

### 1.1 Lead engaged, effective and flexible teams by:

- Enabling leaders and managers at Lancaster University to develop and respond effectively to the future and growing expectations placed upon them
- Supporting each other to connect; - enabling and forging connections, forming agile and adaptable teams, adopting values-led behaviours and appreciation between team members and between teams
- Increasing the importance of a consistently strong employee experience

Recruiting the best people is one of the most important activities that a leader will undertake and recruiting well takes dedicated time and attention. As one of the key lifecycle points, we will facilitate a programme of reviews of each step within recruitment and selection campaigns, through both an EDI and applicant lens.

From there, the aim will be to identify current good practice and identify where changes to processes or practices are required. Embedding our values (and EDI best practice) into recruitment would mean we engage individuals whose values are in alignment with the institution's values, which, in turn, should lead to engaged, effective and flexible teams.

### 1.2 Thrive in our collaborative, team spirit by:

- Creating sustainable and engaging workforce planning strategies to guide us in developing our thriving Lancaster community
- Evolving and promoting opportunities for people to come together to develop and achieve common objectives
- Building high performing teams that achieve ambitious results

If we can improve the way in which we anticipate changes in the university's staff population and also the external context, we can be more proactive in how we anticipate and manage the change. In Professional Services (PS), job vacancies are being periodically grouped together so that a strategic campaign, targeting communities that are under-represented in our workforce, can be launched and we can better support these communities in considering and accessing our job vacancies. This brings PS Divisions together for a common cause, attracts a more diverse pool of applicants and should enable groups of staff to be recruited and inducted in cohorts, engendering a collaborative team spirit from the beginning of employment.

### 1.3 Be connected locally, nationally and globally by:

- Evolving and promoting opportunities for people to be connected as part of the Lancaster community wherever they are
- Fostering a global outlook in attracting, retaining and developing the talent required to ensure sustainable success in our international and local ambitious projects
- Championing a strong culture of engagement and support for all of our staff, students and alumni

Any of our new international and local projects will require talented staff to achieve the ambitious and defined outcomes. The expectations of the projects mean the way in which we attract, engage and reward people will have to be assessed on a project-by-project basis.

Staff will join the projects from a whole range of disciplines and professions and Lancaster will need to be flexible in its employment practices to ensure that the right people are engaged on the right contracts so that the projects are successful.

This will need to include working with business and enterprise partners to understand skills pathways, local education providers to understand apprenticeship and skills options and working with the world's leading universities to develop and attract the best staff, PhD students and collaborative research.

### Measuring the Journey

We will measure our journey on leading engaging, effective and flexible teams, that thrive in our collaborative environment with a true sense of team spirit, connected locally, nationally and globally by:

- 1a. Qualitative feedback from leaders and employees on their leadership /employee experience coupled with quantitative analysis on workforce data trends
- 1b. The breadth and quality of our multi /interdisciplinary work
- 1c. The impact / progress against our workforce planning strategies

## 2 We respect each other by being open and fair and promoting diversity

Respect is the foundation of behaviour and action at Lancaster University. Openness and fairness build feelings of trust, safety and responsibility, which establishes the platform needed to bring about sustainable and transformative change. We will continue to promote diversity in our workforce and value different perspectives so that everyone has the opportunity to increase their contribution to the overall success of the University.

### We aim to...

#### 2.1 Be a more diverse and inclusive community by:

- Investing in our understanding of equality, diversity and inclusion through a range of

