



Anglia Ruskin
University

ARU People 2022

Introduction

from Marion Fanthorpe

ARU People 2022 is a vision for the people who work for us now and in the future, and for the kind of organisation and employer we want to be. It is a vision set in our unique context, with the opportunities and challenges we face, and with the aim of realising our ambition to transform lives through innovative, inclusive and entrepreneurial education and research.

We know that it is our people who make us distinctive. It is everyone's experience, skills, outlook and ideas that make us a great place to work and study, and that will help us to be a university that embraces the future. We already have strong foundations and a great deal to be proud of. With strong values, and an exceptionally friendly and inclusive environment to work in, staff tell us they feel valued and that ARU is a good place to work. We have a good track record on equality and diversity, equal pay, flexible working and career development and are among the best in the sector, as well as within our region, in many respects.

We are in no doubt though about the challenges that face us. The external environment for Higher Education is volatile and uncertain, as the competitive environment for students and staff shifts and intensifies. The international context is also very important for us, with the impact of Brexit already being felt and with more change to come. Government's and customers' expectations of us are changing, and the rapid advance of new technology promises to transform the way learning and research are carried out. There are changes ahead that will affect our jobs and the ways we work, and we will face difficult choices and decisions. We must approach these with courage and integrity, and ensure we treat each other with dignity and respect as we go forward together.

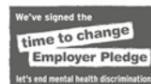
This strategy seeks to understand what these changes may mean for our people, to help us embrace the challenges and the opportunities, and above all to create a positive, collaborative, flexible and innovative climate for success. This strategy has been developed through a great deal of engagement and discussion with our people. We have talked to a wide range of academic and professional staff in focus groups, drawing out their ideas for the future, as well as their current experience. We have spoken to senior staff at faculty and service management meetings, and held a strategy workshop with our corporate management team. Stimulating this strategic dialogue about what the future holds for ARU people has been, and will continue to be, vitally important.

This strategy document uses five key themes to show our vision for the future, and then goes on to explain the high-level strategies, approaches and actions we will take to help us achieve this, and what we expect to see by way of positive outcomes. Underpinning this strategy will be our three-year rolling operational plan, which sets out in greater detail the actions and key performance indicators to help us track progress.

I hope you feel as inspired and excited about ARU's future as I do, and I look forward to working with you on bringing this strategy to life.



Marion Fanthorpe
HR Director
April 2018



1. Brilliant people



2. Collaborative communities



3. Organising ourselves



4. Digitally confident



5. Energy for change





1. Brilliant people



Having great people working at ARU will make all the difference to our realising our ambitions. We must attract, develop and retain really capable people: people who share our values, and who have the potential to contribute to our future.

To do this, we will:

- have a strong, positive employer brand, including competitive salaries and benefits
- use innovative attraction and selection methods that identify value alignment and future potential, as well as current skills and experience for the role
- show how we value each other through modern reward and recognition approaches
- use structured succession planning processes and tools to 'grow our own' future staff and leaders
- use our appraisal process to give constructive and developmental feedback, and support our staff to plan and develop their careers
- have good and accessible career development opportunities, including building career progression pathways where possible to enable everyone to fulfil their potential
- continue to encourage and support physical and mental health and wellbeing at work for all
- have great day-to-day people management that engages, supports, stretches and develops every individual, supported by online, digital HR systems and face-to-face HR advice.

2. Collaborative communities



Building and nurturing vibrant university communities amongst staff, with students and with our many teaching, research and enterprise partners is a key theme in our university strategy. We will enhance our already strong reputation as an inclusive and friendly university and increase the sense of belonging and pride in our institution and its mission. Nurturing the relationships, connections and conversations we have will make us distinctive as a university, will create opportunities and foster innovation.

To do this, we will:

- help our people understand, and feel connected to, our core mission
- make our values visible, meaningful and embedded in daily life
- foster a strong sense of pride in ARU and our achievements
- keep focused on our equality and diversity ambitions, increasingly focusing on integrated and instinctive inclusivity
- continue to work in partnership with our trades unions, and other staff groups such as our staff inclusivity networks
- 'design in' collaborative social space, physically and virtually
- identify and actively develop collaborative skills and behaviours
- make greater use of projects, networks and communities alongside our traditional functional and hierarchical structures.

3. Organising ourselves



This is about how we organise ourselves, and use our time and energy, to focus effort on those activities where we create the greatest impact. It means planning ahead for the size and shape of organisation we need to be, depending on areas of expansion and decline. It means adapting roles, bringing in new skills and shifting our focus and priorities when we need to. It includes rethinking when, how and where we work in a digital environment that suits us and the people we serve. It involves minimising bureaucracy and pushing decision-making as deep into the organisation as possible.

To do this, we will:

- have a clear, yet flexible framework of academic and professional roles, that allows for greater specialisation where needed, and that provides wider career opportunities for staff
- have future-focused staff resourcing plans that identify what skills we need and how we plan to develop and recruit these
- use leadership and management models and practices that balance accountability with empowerment
- reorganise functions and roles to create structures that are fit for purpose, future-focused and affordable
- carefully manage the makeup of our staffing profile, ensuring an appropriate balance of investment in academic and professional staff
- use digital tools to help people work efficiently and flexibly, making the most of their time.





4. Digitally confident



We are building the physical and digital infrastructure to transform, sustain and support our activities across multiple campuses and partners, and we need to significantly enhance our digital capability, both technologically and culturally, if we are to reap the full benefits.

In the longer term, digitally transformed solutions and processes will make everyone's lives easier, but there will be a transition period when skills, behaviours and confidence need to be developed, so that technology enhances our work and creates opportunities rather than adding to digital overload and pressure. New approaches to developing our digital campus will also encourage innovation and creativity, resulting in a more agile and flexible culture overall.

To do this, we will:

- ensure people have the information, training, mentoring and support to enhance our use of new technology and to adapt habits and behaviours to make the most of the digital environment
- have management policies and practices that support flexible, mobile and remote working
- have defined digital competencies and skills that are embedded into recruitment, induction and appraisal processes
- use digital self-service and real-time people metrics to enhance day-to-day people management and decision-making through the HR Goes Digital programme
- use digital tools that promote self-management, real-time feedback and collaborative working.

5. Energy for change



It is likely that we will face considerable change over the lifetime of this strategy which will affect our jobs and the way we work. Our ability to embrace change and develop as individuals and as an organisation, in focused pursuit of our goals and in response to an ever-changing environment, will be key to our success. Our staff tell us they would like more help to prepare for, and cope with, change, and we understand the critical role our staff play in bringing positive energy to changes they are leading and are involved in.

To do this, we will:

- ensure we all understand what is changing and why, and have an opportunity to give our views and get involved
- ensure changes are well-designed, planned and coordinated, and delivered skilfully
- ensure the people who lead change create a transparent and positive climate for change, and actively pay attention to our emotional responses to change
- ensure individuals are helped to understand and manage their personal responses to change
- ensure where changes affect individuals' jobs that we provide practical and emotional support to allow them to take the next step in their careers
- boost and maintain our energy levels through taking good care of our health and wellbeing at work.

How are we going to realise our vision?

The next few pages contain an overview of the key strategies and actions we will use to achieve the overarching strategy, showing how they relate to the themes and the outcomes we want to see as a result. They are grouped under five headings: HR processes, people development, organisation review and design, organisation development, and new technologies and workplace design. Detailed plans and milestones can be found in the Operational Plan.





Strategies and actions

HR processes

Strategy	Success outcomes
A compelling employer brand, including competitive salaries and benefits BRILLIANT PEOPLE	<ul style="list-style-type: none"> • High quality and diverse pool of candidates for all our roles • A staffing and leadership profile that better reflects the diverse communities we work with and serve • A relatively high proportion of roles filled by internally promoted staff • Staff tell us we have good career development opportunities • Staff tell us they feel valued • Positive staff retention with a healthy level of turnover
Innovative recruitment and selection processes to align values and spot potential BRILLIANT PEOPLE	
Introduce structured succession planning and talent management processes and tools BRILLIANT PEOPLE	
Offer good career development opportunities, including designing new career pathways where we can BRILLIANT PEOPLE	
New reward and recognition approaches and digital tools BRILLIANT PEOPLE & DIGITALLY CONFIDENT	
Great day-to-day people management enabled by online, digital HR support BRILLIANT PEOPLE & DIGITALLY CONFIDENT	

People development

Strategy	Success outcomes
Develop new and existing line managers to provide great day-to-day people management that engages, supports, stretches and develops every individual BRILLIANT PEOPLE	<ul style="list-style-type: none"> • Positive staff retention levels • Staff say ARU is a good place to work • High levels of digital literacy • Increased use of self-service, and self-management, using digital tools • Staff tell us they feel better prepared to cope with change • Observable increase in collaborative working and innovation
Leadership development to build social, digital and change leadership capability COLLABORATIVE COMMUNITIES, DIGITALLY CONFIDENT & ENERGY FOR CHANGE	
Digital skills and new working practices DIGITALLY CONFIDENT	
Enable individuals to understand and manage their personal responses to change ENERGY FOR CHANGE	
Develop collaborative skills and behaviours COLLABORATIVE COMMUNITIES	

Organisation review and design

Strategy	Success outcomes
Review university processes and structures for affordability, digitisation, simplicity, efficiency and collaboration ORGANISING OURSELVES & COLLABORATIVE COMMUNITIES	<ul style="list-style-type: none"> • Academic and professional services are organised to optimise overall effectiveness across the university • Greater use of projects, multi-disciplinary teams, networks and communities alongside traditional functional hierarchy • Leadership structures and practices that balance accountability with empowerment • Roles and structures are relevant, flexible and effective • We have fewer skills gaps and people are working in roles that we have proactively planned for
Update and extend our framework of academic and professional roles to meet our needs, increase flexibility and widen career opportunities ORGANISING OURSELVES	
Annual future-focused Staff Resourcing Plans that describe the staffing profile and skills we need and how we will recruit/develop these ORGANISING OURSELVES	

Organisation development

Strategy	Success outcomes
Design processes and develop working practices to ensure that organisational changes are well-designed, planned and skilfully implemented ENERGY FOR CHANGE	<ul style="list-style-type: none"> • Values are visible, meaningful and embedded in daily life • Staff feel proud to be part of ARU and its achievements • A diverse and inclusive environment • A staffing and leadership profile that better reflects the diverse communities we work with and serve • Change is well-managed and staff feel involved and well-prepared • High levels of digital literacy and confidence
Internal communications and engagement strategy to keep staff informed, foster pride and prepare us for change COLLABORATIVE COMMUNITIES & ENERGY FOR CHANGE	
Specify digital competencies and skills and ensure they are embedded in recruitment, induction and appraisal DIGITALLY CONFIDENT	
Develop management policies and practices that support flexible, mobile and remote working DIGITALLY CONFIDENT & BRILLIANT PEOPLE	
Continue to create the climate and conditions that promote and support wellbeing, diversity and inclusion BRILLIANT PEOPLE & ENERGY FOR CHANGE	

New technologies and workplace design

Strategy	Success outcomes
HR Goes Digital programme transforms how day-to-day people management and decision-making are carried out DIGITALLY CONFIDENT & BRILLIANT PEOPLE	<ul style="list-style-type: none"> • People are managing themselves and working together more, using digital tools • Observable increase in collaborative working and innovation
Introduce other new technologies that support self-management and collaborative working DIGITALLY CONFIDENT	
'Design in' collaboration and networking spaces COLLABORATIVE COMMUNITIES	

Our values

Ambition

We are determined to achieve our goals and continually strive to enhance our university for the benefit of all.

Innovation

We will apply our collective and individual creativity to conceive and develop new ideas, implementing them for the benefit of the communities we serve.

Courage

We are bold in taking the decisions we feel are right, even when it is difficult to do so.

Community

We greatly value working collaboratively, supporting each other and helping everyone to achieve their potential.

Integrity

We do what we say we will do and are fair and transparent in our decision-making and actions.

Responsibility

We take decisions and act in a way which respects environmental, societal and economic considerations, and which best supports those who study and work with us.



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