



LIVERPOOL  
JOHN MOORES  
UNIVERSITY

# THE PEOPLE PLAN





# OUR VISION FOR 2030

**We recognise LJMU is already a great place to work but by 2030 LJMU will feel very different from a staff perspective. It will be an even better place to work.**

It will be more diverse and inclusive no matter which part of LJMU you work in. The culture will support every employee to be comfortable to be their true selves at work. It will continue to be a safe place where health and wellbeing is a priority, and innovation is the norm. Our teams will be adaptive to change, and performance and agility will go hand in hand.

Our values will be truly embedded and autonomous teams will be trusted and empowered to lead and deliver. We will regularly hear of people having courageous conversations and challenging the status quo in order to continuously improve the student experience, impactful research, and ways of working.

People in leadership roles will be highly visible and accessible to their teams and create a supportive, inclusive environment where all team members receive key university updates by having regular face to face time with their leaders to encourage multi way dialogue. Leaders will be clear about performance expectations by

setting SMART objectives, having regular reviews to assess progress, and providing timely feedback to teams that supports individuals to achieve their goals.

Career pathways will be understood with good quality development plans so that everyone has the tools to reach their full potential, and staff will feel truly valued and engaged. Business continuity will be supported by robust succession plans throughout the university which will allow us to develop our future leaders at LJMU.

In turn we will see the student experience, research, and innovation improve significantly because the strategic skills gaps will have closed. All teaching delivery will be excellent, students will learn from engaging and inspirational academic staff, and all technical and professional services staff will understand how their role impacts the student experience and really enjoy contributing to the LJMU vision, and ultimately our university's success in the city, the region, nationally, and globally.

**LJMU will be one of the best universities to work for because everyone will be proud to work here. Staff will celebrate LJMU on their own channels and we will become the employer of choice in both Higher Education, and the Liverpool City Region.**

**This is the vision we work towards, this is our People Plan.**



**Tina Purkis**  
Executive Director,  
Human Resources





# THE PEOPLE PLAN

The **People Plan 2023-2030** directly supports the LJMU vision and forms a key part of The Strategic Plan. It puts our people firmly at the heart of everything we do alongside students.

The themes outlined in **The People Plan** are designed to deliver continued and enhanced staff engagement and drive forward our continuous improvement agenda alongside the LJMU 2023-2030 Strategic Plan.

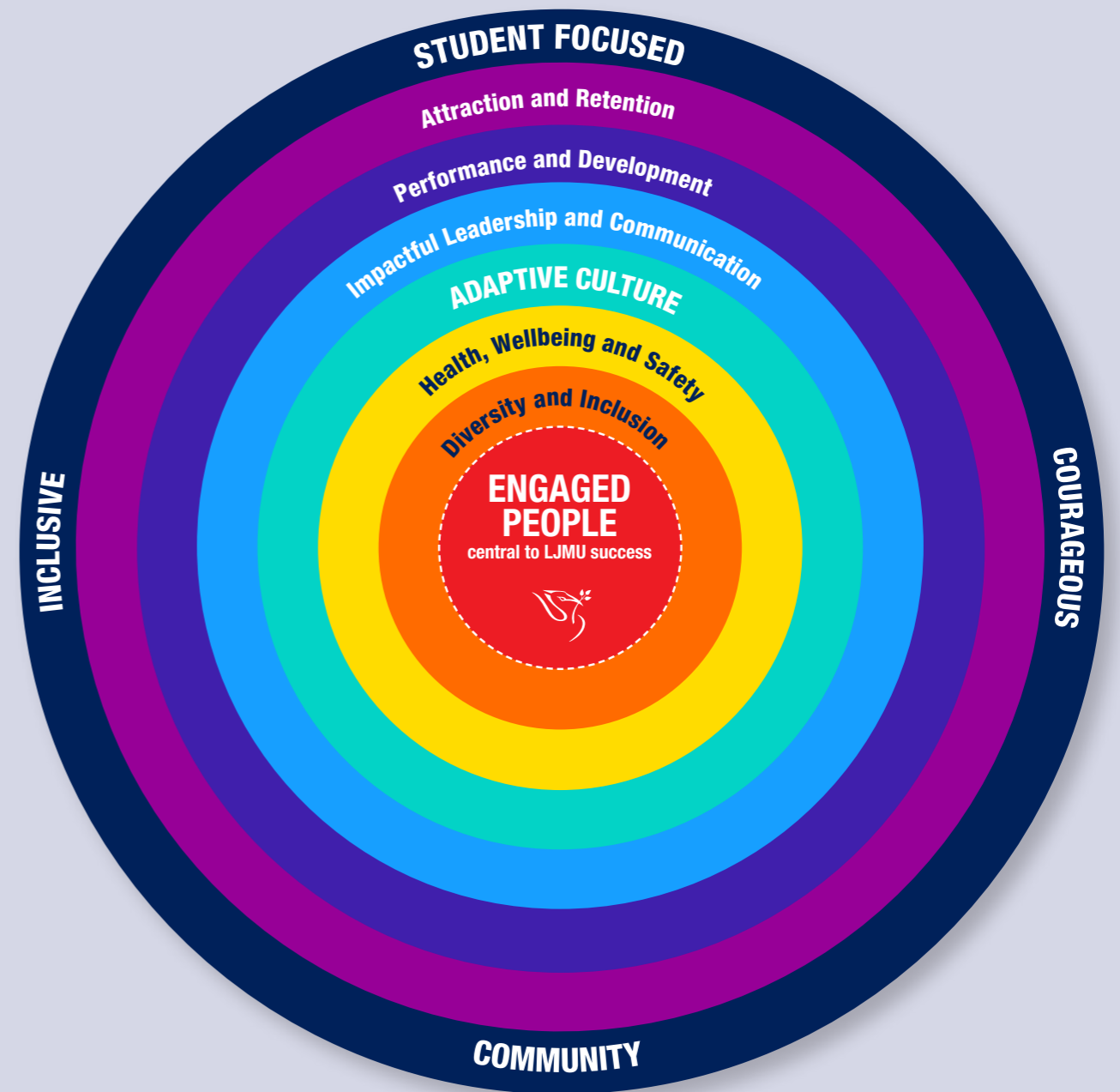
We will measure our progress closely and communicate what we have changed as a result of listening to our staff.



**In order to achieve this ambitious People Plan, we will need to create an adaptive culture where staff are comfortable with change, which enables us to continually evolve and deliver year on year improvements in our offering to students**



There are six strategic themes to **The People Plan:**







# PEOPLE PLAN: SIX STRATEGIC THEMES



## 1 DIVERSITY AND INCLUSION

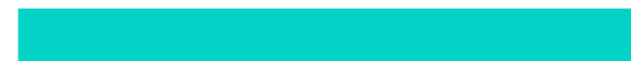
The university has a long-held commitment to diversity and inclusion with sector leading practice including positive action training schemes and reciprocal mentoring. However, we strive to be the most inclusive university in the UK with a culture that brings out the very best talents, passions, and strengths in all staff irrespective of protected characteristics.

Plans will be all encompassing with the aim of creating a truly inclusive culture where everyone feels equally valued, with a true sense of belonging, resulting in a higher level of productivity. The Inclusivity Board will hold us to account and track progress against our plans for tangible change and the legacy must result in something we will all be very proud of.

The D&I plans will continue to be ambitious and we will use charter marks such as Athena Swan (gender equality), the Race Equality Charter and the university's Access and Participation plans to improve equality and as drivers for change.

### How we will do this:

- Continued resource dedicated to D&I across the university
- Continue investment in key strategic programmes such as positive action and supporting female academics' progress
- Results internally and externally in our communities, a local presence with a global reach





## 2 HEALTH, WELLBEING AND SAFETY

This plan is built on the ‘three Ps’ of Public Health England:

- Prevention of avoidable illness
- Health protection
- Promotion of wellbeing and resilience

LJMU is a place that helps all staff and students to flourish and thrive, maintaining their health and wellbeing by making the right, well informed choices. We will continue to encourage staff to take every opportunity to protect their health, to take physical exercise, to make choices that promote wellbeing and resilience.

### How we will do this:

- We will continue to embed our wellbeing hub
- Promote the emotional, physical and financial support offerings from LJMU
- Build knowledge, create interventions and evaluate the results



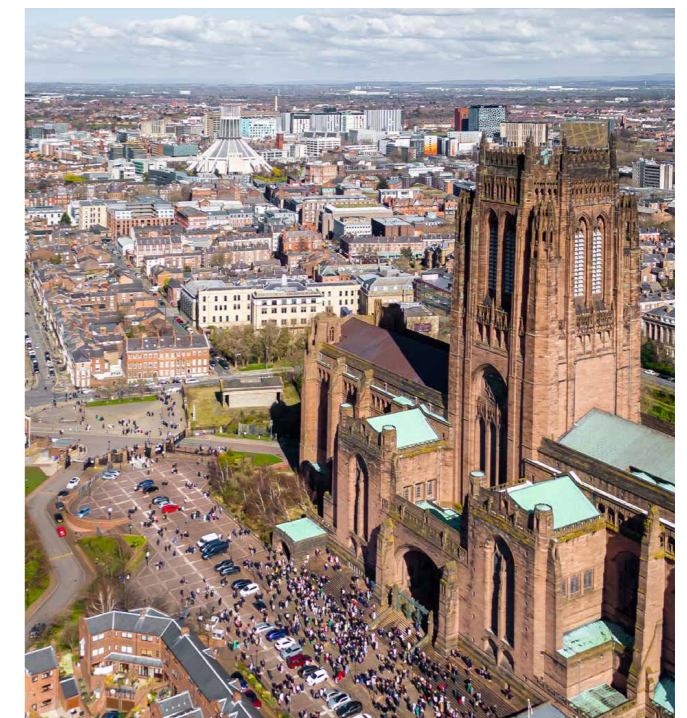
## 3 ADAPTIVE CULTURE

The next seven years are going to be challenging for many people in the UK. LJMU wants it to be clear that we are here for Liverpool and the regional communities as a large education provider and employer. Leaders at LJMU will see the bigger picture, anticipate risk, plan to grow our position and provide support to the city region by truly living our values; being courageous and committed to our community.

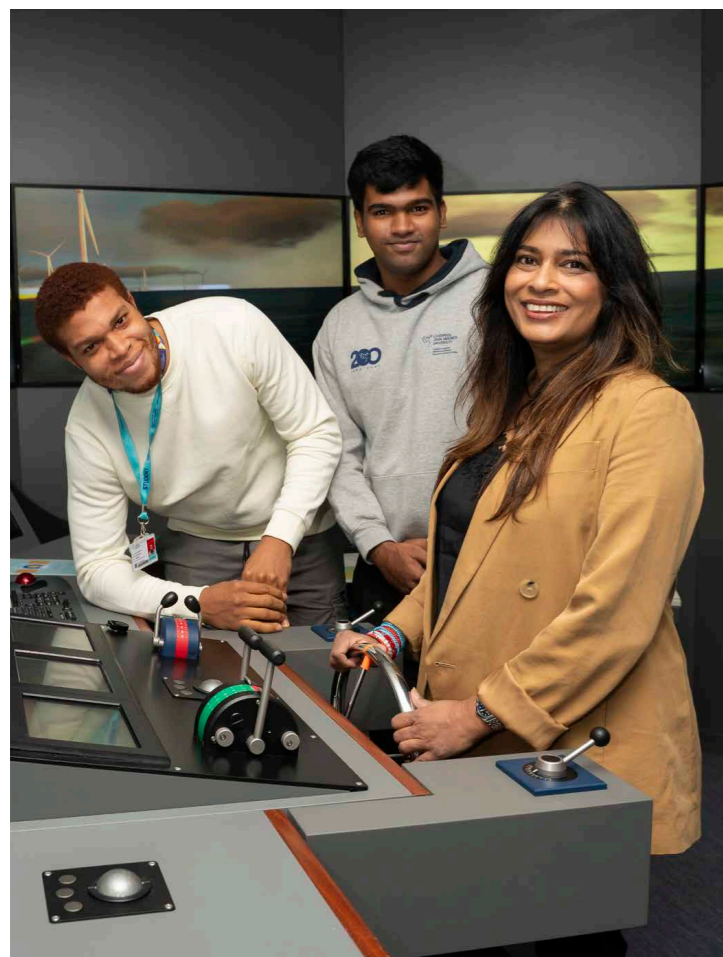
### How we will do this:

- We need our staff to be agile and change ready
- We want to see engaged people who understand that looking at ways to continuously improve how we do things will not only be rewarding but will add value to our students and their experience
- Continue good relations with key stakeholders including our trade unions, our students’ union, our many community partners, and build on those relationships to truly adapt to the evolving situations we will face

**We will be there to support the LJMU community, Liverpool City Region and beyond.**







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# IMPACTFUL LEADERSHIP & COMMUNICATION

We will only achieve the vision outlined in the People plan by ensuring that we have highly capable leaders in place who empower and trust their staff. Leaders will be highly visible to their teams, engage and communicate effectively with all. Leaders will be committed to supporting their teams and will transform engagement levels as a result.

We will get better at listening and responding to staff and students, addressing issues swiftly to prevent them from becoming bigger problems. We will endeavour to get the management basics right, and support our leaders in gaining all the key skills, competencies and behaviours they need to be successful.

**How we will do this:**

- **A leadership development plan that enables us to increase focus on our staff and students**
- **Investment in this area in order to support our people to achieve their ambitions**

**Capable and impactful leaders at all levels will provide resilience and business continuity as we move forward.**





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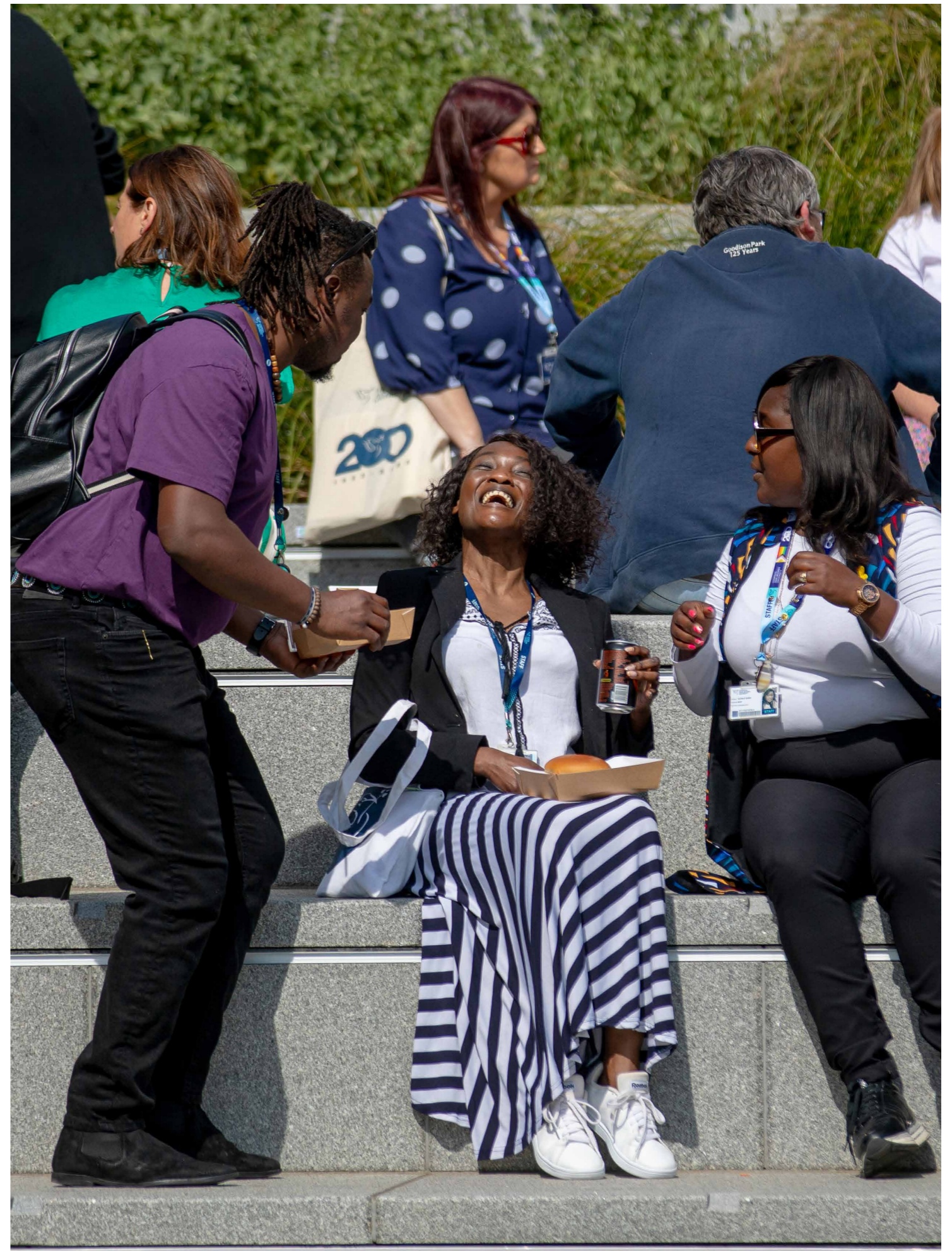
# PERFORMANCE AND DEVELOPMENT

All staff members will receive regular feedback and will be supported to progress in their career. Performance and development conversations will improve and all staff should be expected to feel supported through these conversations. Everyone will have the opportunity to create an individual development plan, which will support them in being the best they can be at LJMU. Leaders will make time to support staff through career conversations and people will understand how they can progress at LJMU. Criteria for progression will be clearly understood across the university and staff members will know what they need to do to be able to progress in their career.

We will be using technology to improve and enhance our processes and in turn we will have more information to track progress and spot opportunities for institutional development themes, thereby closing the gap proactively.

## How we will do this:

- **Develop staff to meet strategic development needs including enhancing digital skills**
- **Develop long-term strategic workforce plans to ensure that we have the right workforce in place to meet future needs**
- **Focus on attracting the talent needed to allow LJMU to continue to flourish**







# 6 ATTRACTION AND RETENTION

During this seven year period we will commence a new talent, career development, sponsorship and retention plan that will allow us to really motivate and retain our staff. We will use our new ways of working to build talent pools which will support our strategic workforce plan at all levels. We will commence a career sponsorship programme that unlocks internal talent and allow for profile raising and promotion of staff that otherwise would not have the confidence to take those leaps; it will be rewarding and truly transformative for all involved.

We will evaluate and develop our reward and recognition plans, benchmarking our overall rewards package and promoting it to our employees to ensure they are maximising the use of the full benefits package.

## How we will do this:

- **Attract and retain talented people and have a sustainable reward and recognition strategy**
- **Instill pride in our staff so that they share and celebrate their success and engagement with LJMU on social media**

**Our plan is to become an employer of choice in the Liverpool City Region and have a great reputation in the sector, attracting the best people to give our students a fantastic experience.**







The aim of The People Plan is to support the university's aspirations of recruiting, retaining, developing and managing high performing, motivated, engaged and healthy teams who are proud to work for us. By putting staff engagement front and centre of our plan, this will be an experience emulated by our current and future students.

