

NORWICH UNIVERSITY OF THE ARTS

HUMAN RESOURCES STRATEGY

2016 - 2021

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OUR VISION

NUA's Vision is to be the best Specialist University for Art, Design, Architecture and Media in Europe, producing graduates of the highest quality. Our overriding commitments are to our students, our staff, the quality of teaching, learning, research and Scholarship, and the quality of our resources.

OUR CORE VALUES

Underpinning our Vision are the following Core Values:

We are committed to:

Achieving excellence in learning, teaching and the wider student experience, to give our students the best possible preparation for their future lives and careers;

The continuous development of our curriculum and our academic portfolio, to meet the changing needs of students, the creative and cultural sectors and society;

Excellence in research, consultancy and other forms of professional and business engagement, to promote innovation, enterprise and the development of new knowledge and skills;

The development of our staff, estate and physical resources, as the bedrock of a professional and supportive academic community, and with equality, diversity and environmental sustainability to the fore;

Growth and development of the University, to build the organisation's long-term sustainability and strengthen our impact.



OUR STRATEGIC PRIORITIES

The Strategic Plan 2014-2019 provides our overall direction of travel, helping us to position NUA both as a leading contributor to the cultural and economic life of the city and country and as a distinctive, high-quality Specialist University. It focuses on areas which we will prioritise during the planning period in order to drive the fulfilment of our Vision. These are:

**STRENGTHENING OUR
ACADEMIC COMMUNITY**

**CONSOLIDATING OUR
CURRICULUM AT ALL
LEVELS**

**STIMULATING NEW
CREATIVE BUSINESSES**

**ESTABLISHING OUR
INTERNATIONAL PROFILE**

**BUILDING
PARTNERSHIPS AND
COLLABORATIONS**

Of the above areas, strengthening our Academic Community and Consolidating our Curriculum at all levels are at the core of the Human Resources Strategy.

In addition, we have a number of other University strategies and policies that the Human Resources Strategy relates to and interacts with, these are:

- Learning and Teaching Strategy
- Research Strategy
- Marketing and Student Recruitment Strategy
- Estates Strategy
- International Strategic Plan
- Finance Strategy
- The Business Strategy

These strategies provide a detailed framework for the ongoing development of all aspects of the University and its associated human and physical resources.

THE HUMAN RESOURCES STRATEGY

2016–2021 AND THE STRATEGIC PLAN

2014-2019

The Human Resources Strategy derives its focus from the Strategic Plan priorities and supports these priorities as approved by the University Council.

The Strategic Plan focuses on excellence in teaching and learning, supporting high quality research and innovative professional practice to enhance the reputation of the University and to ensure a high quality student experience. Stimulating creative business, building partnerships and collaborations and supporting our international profile are all areas underpinned by the provision of high quality Human Resources.

The Human Resources Strategy seeks to promote excellence in human resource management and development by addressing a series of four key aims:

Aim 1	Attract and retain academic and professional services staff of the highest calibre
Aim 2	Invest in progressive staff development that supports individual professional development and strategic priorities
Aim 3	Build and support high quality leadership and excellent management in the University
Aim 4	Champion Equality and Diversity and Wellbeing

The Human Resources Team will deliver the Strategy by continuing to develop a professional, cost-effective and staff-focused approach which is responsive to the developing needs of the University and is able to provide innovative solutions to human resource opportunities, challenges and risks. Underpinning the Human Resources Strategy are shared good practice in equality and diversity. Human Resources will ensure that all staffing policies are current and adopt the principles of good practice and legal compliance.

With staff and students at the heart of our service, the human resources function is to ensure that employees at all levels possess the relevant skills and knowledge to undertake their roles effectively. Operational effectiveness requires a pro-active learning environment and a supportive context for students of the University to acquire the essential skills and knowledge they need to become successful employees of leading edge creative industries and to function as valuable citizens.

The Human Resources Strategy is consistent with other University departments' strategies in taking a risk-managed approach to its activities, and identified risks and mitigations are indicated against the Strategic Aims. Risks identified within the Strategy are monitored by the Human Resource Risk Management Group and the overview of related key risks are included on the University Risk Register which is monitored by Senate and received by Council.

The delivery of the Human Resources Strategy, and progress against the Targets and Actions are monitored by the University Senior Management Team and University Council.

CONTEXT FOR THE HUMAN RESOURCES STRATEGY 2016-2021

This Human Resources Strategy 2016–2021, supersedes the previous Human Resources Strategy 2011–2016, and has evolved to support the Strategic Plan and aims to ensure that the University’s staffing resource is used efficiently and effectively to continue the success of NUA and to achieve the approved strategic priorities in the short, medium and longer term.

The targets for 2011–2016 were achieved and there is ongoing development on the equality and diversity objectives which are outlined in the Equality and Diversity Annual Report. The following briefly summarise a range of the targets and their outcomes from the 2011-2016 Human Resources Strategic Plan.

The student population has grown over the period of the HR strategy by more than 25% and in 2016/17 exceeds 2,000. The University continues to develop its portfolio and during this period has introduced Architecture, Fashion Communication and Promotion, VFX, Interior Design and specialist roles including Director of Research, Associate Dean (Taught Postgraduate Awards), and Head of Learning and Teaching. In addition, we have increased academic staff to support the growth in student numbers on existing courses and increased specialist roles and numbers of professional services staff.

The Human Resources Strategy supported the growth in student numbers and an increase in undergraduate and postgraduate courses. Academic staffing has increased by 14.8% to 95.27 FTE in 2015-2016 (82.97 FTE in 2014-15) with the increase at senior lecturer and lecturer level to support new and growing courses. Professional services staff FTE has increased by 7.6% to 129 in 2015-2016 (120.2 FTE in 2014-15). A Graduate Academic Assistant Scheme (GAA) for MA students was introduced in 2015-2016 which provides practical experience in learning and teaching and academic support.

During the five year period we have reviewed the part-time hourly lecturer (HPL) staff and have offered substantive terms and conditions and increased the number of Associate Lecturers. (NUA does not use zero hours contracts for academic staff). Part-time hourly lecturer hours were consolidated and numbers

reduced from 86 in 2014-15 to 74 in 2015-16. The HPL and Associate Lecturers are encouraged to undertake the HEA Professional Recognition qualifications and attend University Development Days and Staff Development events.

There were a range of organisational and staffing reviews including Workshops, Fine Art and the Library and Student Support. New staffing structures were introduced in 2014-15 to support the evening opening of the campus and workshops during undergraduate academic term times.

In this competitive HE business climate, NUA has to be proactive, flexible and anticipate the changing market demands. We will continue to conduct timely organisational reviews to enable new staffing structures to be implemented that enhance the student experience and respond to the rapid changes in contemporary arts education and creative industries. Staff have responded flexibly to change and external demands on the University and embraced the opportunities.

Human Resources monitor and review the reward and benefits package to ensure we attract and retain the best qualified and experienced staff. CPI inflation has been low and pay increases have remained in line with this due to the uncertainty the sector faces and the investment required for sustainability in a competitive and volatile HE international market. Decisions regarding Brexit, globalisation and immigration controls, will be just some of the economic factors that will influence the HE sector. Human Resources are working with staff that are from the EU (16%) or non-European (12%) countries to keep them informed of communications regarding employment changes and possible changes in visa requirements as a result of leaving the EU.

NUA will continue to build on its reputation as a leading contemporary arts university and will work collaboratively with schools, colleges and the creative industries to provide an exciting and relevant undergraduate and post graduate portfolio offer delivered by highly skilled professional academic staff.

In preparation for the Research and Excellence Framework review in 2020 we will be supporting research development opportunities to build up research skills, capacity and competence alongside a sustainable research culture. The Stern Review recommendation is that all research active staff must be submitted to the next REF which, if implemented, could have implications for the academic contract.

The rapidly evolving external landscape requires NUA to invest strategically in staff development to ensure that all academic and professional services staff are able to contribute fully to organisational objectives and the long term vision by building on current success and achievements. NUA has met the eligibility criteria for inclusion in the Teaching Excellence Framework Year 1 and has submitted its application for TEF Year 2. NUA is waiting to be advised of its rating (Gold, Silver or Bronze) which it will keep for three years.

The Human Resources Strategy provides a framework for enhancing our distinctive culture and ensuring a progressive, sustainable and supportive environment for staff and students. The aims embed good practice and efficient and effective people management at all levels.



AIM 1

ATTRACT AND RETAIN ACADEMIC AND PROFESSIONAL SERVICES STAFF OF THE HIGHEST CALIBRE

This is a key priority and one of the cornerstones of the Human Resources Strategy given that the smooth running of the University, and the effectiveness of its operation are key to the provision of a high-quality student experience. Student satisfaction with courses, teaching and learning and their overall University experience at NUA is reliant upon the currency and expertise of our academic and professional services staff.

Our aim is to attract, engage and retain the most talented and diverse range of staff who can support students within the University's strategic aspirations, bringing with them drive, compassion, commitment and up to date knowledge of their role within the organisation.

We will promote equality of opportunity, ensure against unlawful discrimination and value the diverse contributions and experiences of all our staff and students.

AIM 1**BACKGROUND**

In the past five years NUA has grown its undergraduate and postgraduate portfolio and plans to invest in further complementary and innovative courses such as BScs and enhance employment opportunities for students. NUA has developed a unique position in the Specialist University sector and we actively strive to be an “Employer of Choice”. Our successes have enhanced our reputation and in a competitive specialist market we attract and will invest to continue to attract high calibre and motivated staff who, in turn, attract high calibre students at all levels of study. Our advertising campaigns use a variety of online and national media and we have a growing following on our Twitter account @NUAjobs. The provision of a high quality student experience remains central to our vision and success.

Average salary per FTE has remained constant. For academic staff over the past five years the average salaries per FTE have increased marginally but remain competitive. Increments and annual inflation increases have been offset by the impact of the mix of length of service – with a large proportion of senior lecturers at the top of the scale and new appointments at the first point of the scale. The total staff costs are 56% of expenditure which is 1% above the HESA bench mark for the sector. The total salary cost has increased in 2015-2016 by 13% and reflects the increase in staffing FTE and external factors such as increased NI and pensions. The increased costs in employer contributions for both the TPS and LGPS is a matter of financial concern for the HE sector as to whether with the current forecasts about future costs of the defined benefits schemes are sustainable.

NUA has implemented the UCEA HE nationally agreed pay award annually for the past five years but reviews the appropriateness of its involvement in the national negotiating process on an annual basis. Although there has been national trade union action in the form of strikes and action short of strike action over the years, there has been no impact on the delivery to students at NUA. The Trade

Union Act 2016 has changed the balloting requirements and the HE recognised Trade Unions, if issuing a trade dispute, may rely more on action short of strike rather than strikes.

NUA pays substantive staff more than the Government’s national living wage and has removed the first spinal point on the national pay scales. The proposed Government living wage increases up to 2020 indicate that they may be more than the CPIH levels of inflation which Human Resources will review in line with the reward strategy for grades one to three on the single pay spine.

In 2012 NUA conducted a gender pay audit which concluded that there was no significant gender pay gap on staff paid on the national pay spine. The NUA pay audit in 2014 also considered the pay gap for protected characteristics and concluded that there was no significant pay gap due to a protected characteristic. The Government will require employers with at least 250 employees, to publish their mean and median gender pay gaps from 2018.

A reasonable level of turnover is acceptable to enable change and invest in new specialisms and skills. Staff retention exceeds 80% and there has been a marginal increase in the number of staff leaving in less than four years. The Human Resources team conduct leaving interviews to ascertain the reasons for turnover and liaise with line managers on recommendations for improvements in the role responsibilities, communications, trends and resources.

There has been an increase in the number of posts advertised due to natural turnover and new posts. The average time to fill vacancies has increased to 28 days in 2015-2016 from 24 days in 2014-2015. We have re-advertised posts and reasons for not appointing the first time are varied but include insufficient specialist skills in the market. This has to be considered in the context of the student cap numbers for Universities being removed and a surge in the demand for skilled specialist academic staff. The UCEA HE Workforce

Survey 2015 found that the HE sector has maintained its attractiveness as an employer during a period of economic recovery. The report highlighted that there are increasing challenges in recruiting and retaining experienced specialist staff in traditional and emerging skills. HR will regularly review the media and recruitment documentation to improve the pool of applicants.

We are committed to promoting equality of opportunity, ensuring against unlawful discrimination and valuing the different contributions and experiences of all our staff and students. NUA publishes on its website the Equality and Diversity Annual Report and the aim of the report is to monitor and share our activities and progress in relation to equality and diversity objectives for staff and students and our integrated international community at the University. The report also provides an overview on developments in relation to the Action Plan of our Single Equality Scheme on the profile of the workforce and the student body. The Equality and Diversity Committee oversee the implementation of the University policies relating to equality and diversity, ensuring these reflect the aims and targets of the Strategic Plan.

All new staff are provided with a timely induction to the University with the aim of creating a sense of belonging and with the support of a mentor, are integrated into their role and the NUA community.

AIM 1**OBJECTIVES**

1.1	Support line managers in identifying the roles required for the future and develop targeted recruitment campaigns that attract the best candidates in a specialist market
1.2	Ensure that opportunities to improve efficiencies in our recruitment and selection processes incorporate better use of technologies and design values, respond to operational needs and reduce the time to fill vacancies
1.3	Enhance the University by attracting and recruiting a diverse range of academics and professional services staff that have high quality skills and experience and provide a positive “on boarding experience”
1.4	Offer a competitive and attractive Reward Package emphasising the contractual benefits, highlighting our excellent reputation and work towards the goal of being an “Employer of Choice”
1.5	Publish Gender Pay Gap reviews in line with the Government regulations to be implemented in April 2017
1.6	Using the data from leaving interviews review the reasons for staff turnover with a particular reference to those with less than four years’ service

AIM 1**TARGETS**

1.7	Improve the number of vacancies that are filled on first advert and work towards a target of 85% by 2018 and 90% by 2019
1.8	Improve the efficiencies in recruitment and selection and reduce the time taken to fill vacancies by 10% by 2020
1.9	Engage in best practice for improving the diversity profile of applicants to match the Norfolk employment statistics
1.10	Annually review the Reward Package in line with competitors in the sector and region

1.11	Address any issues arising from the Gender Pay Gap Reviews which are monitored by the Equality and Diversity and Senate Committees
1.12	Maintain staff turnover at less than 10% and the staff stability index is more than 85%

AIM 1

MILESTONES

1.13	Reach a target of 85% of filling adverts first time in 2018
1.14	Reduce the time taken to fill vacancies by 5% in 2019
1.15	Increase the number of underrepresented applications by 2%
1.16	Review Salary Grades 1 to 3 annually to ensure compliant with the Governments National Living Wage

AIM 1**RISK AND MITIGATION****FAILURE TO ATTRACT STAFF OF SUFFICIENT CALIBRE AND STANDING RESULTING IN THE INABILITY TO PROVIDE A HIGH QUALITY STUDENT EXPERIENCE**

Human Resources will work with managers to ensure that all recruitment avenues are explored and research the specialist market, particularly the passive market. Additional options include reviewing the vacancy structure, role responsibilities and skills.

RISK OF DOWNTURN IN POPULARITY OF NUA WITH UNDERGRADUATE OR POSTGRADUATE APPLICANTS, LEADING POTENTIALLY TO RECRUITMENT ISSUES AND FINANCIAL ISSUES

Human Resources will plan a communications strategy and timeline and consult with staff at the earliest opportunity to reduce possible staff turnover and look at solutions to address the risk of a downturn. The aim will be to maintain quality staff at a time of contraction by highlighting successes. We will continue to attract high quality staff into new courses and business ventures with an attractive reward package that is financially viable.

OTHER PROVIDERS AND/OR OTHER MODES OF STUDY ADVERSELY AFFECT DEMAND AT NUA

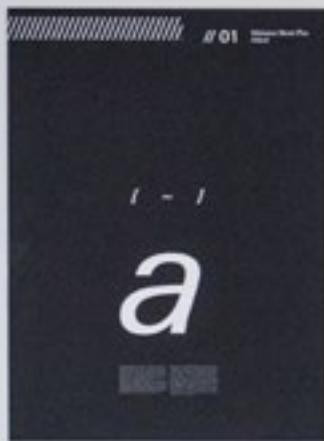
Human Resources will liaise with SMT on the consideration of alternative delivery models and update skills and structures to anticipate competition and maintain quality of staff and reputation.

REPUTATIONAL RISK TO NUA ARISING FROM FACTORS OUTSIDE THE UNIVERSITY'S IMMEDIATE CONTROL

Human Resources will address by communicating with staff to reassure them and clarify the facts. When appropriate, organise team building and community events that enhance our reputation and restore confidence.

UNABLE TO OFFER A COMPETITIVE REWARD PACKAGE

Detail the reward package with the elements that NUA can control and explain the Government changes that could disengage staff or increase turnover as a result of the erosion of benefits such as pensions. Human Resources monitor annual pay awards in the sector and review staff benefits in order to maintain a competitive total reward package.



AIM 2

INVEST IN PROGRESSIVE STAFF DEVELOPMENT THAT SUPPORTS INDIVIDUAL PROFESSIONAL DEVELOPMENT AND STRATEGIC PRIORITIES

NUA view the Continuing Professional Development (CPD) of staff as one of the key factors in adding value to the workforce and progressive enhancement of skills and building of relevant experience within all areas of the organisation. Human Resources has an important role in encouraging, driving and responding to the needs of the organisation, teams, interdisciplinary groups and individuals within it for CPD. In supporting and investing in the development of our staff, Human Resources provide a framework of a culture of continuous improvement and ensures that training and development activities are linked to the University priorities.

Staff development activity can take many forms – formal and informal, internal and external courses, secondments, sabbaticals for research and industry updating, e-learning, mentoring and professional qualifications. Human Resources will provide support and guidance on career and succession planning to assist line managers and staff to have the skills to achieve their ambitions and career path.

AIM 2

BACKGROUND

In November 2015, the Government published its Higher Education Green Paper, Fulfilling our Potential: Teaching Excellence, Social Mobility and Student Choice. This stated that its “core aims are to raise teaching standards, provide greater focus on graduate employability, widen participation in higher education, and open up the sectors to new high quality entrants”.

NUA's Professional Recognition Scheme was approved by the HEA in November 2015 for staff applying for recognition through the Continuing Professional Development route which is aligned with the UK Professional Standards Framework (UKPSF). The Postgraduate Certificate in Learning and Teaching in Higher Education: Art, Design, Architecture and Media (PGCert HE ADAM) commenced in October 2015. NUA has a KPI that monitors the percentage of student facing staff with teaching qualifications which includes HPL's, in 2014/15 the NUA KPI matched the HESA sector benchmark of 44%. In 2015/16 the NUA percentage of student facing staff with a teaching qualification was 64%.

The Peer Observation Professional Practice Scheme (POPPS) has been reviewed and is intended to support and promote excellence in teaching, Learning and assessment through a supportive framework. The scheme enables participants to benefit from observation

of their colleagues' professional practice and to receive measured feedback on their student-facing delivery as part of their respective academic or professional services role within the University. The scheme will be developed to encourage staff to share best practice, implement new initiatives including developments in digital technologies and be creative in their studio/workshops and tutorials.

The Research Strategy was revised in 2015 and outlines how it will review the research career development policies and practices by preparing applications to national and international benchmarks. The University will review the benefits of making an application for Athena Swan Charter and Human Resources excellence in Research Award. In addition, it will continue to work to implement the seven core principles of the Concordat to Support the Career Development of Researchers as they can be best translated into the Specialist University Context. In order to support the development of academic staff a

Research Fellowship Scheme is offered on an annual basis and assistance is provided to develop individual research plans linked to specific outputs. Professorial titles have been awarded to staff who have exceptional research.

Appraisal and Development Reviews (ADRs) are conducted in July each year by line managers and develop SMART objectives for staff for the following year in addition to agreeing training and development programmes to achieve the objectives and individual role/professional development. The completed ADRs are analysed to inform organisational and individual training requirements.

AIM 2**OBJECTIVES**

2.1	Provide opportunities for relevant and timely staff development to enable staff to meet their full potential and respond to the changing needs of the University and context for HE
2.2	Support the Head of Learning and Teaching in increasing the number of student-facing staff securing professional recognition as an Associate Fellow, Fellow, Senior or Principal Fellow of the Higher Education Academy (HEA) through the range of routes available internally and externally
2.3	Student facing staff are provided with academic skills that focus on teaching excellence
2.4	Review the benefits of making an application for Athena Swan Charter and Human Resources excellence in Research Award

AIM 2**TARGETS**

2.5	Provide an annual training programme that develops staff to their potential and meets the University strategic focus
2.6	Increase the percentage of academic staff (including teaching only) with a teaching qualification or equivalent recognition from 64% in 2015/16 to 75% by 2019
2.7	Provide training to meet the needs of departments in delivering excellence in the student experience
2.8	Review the benefit of making an application to Athena Swan Charter and Human Resources excellence in Research Award and apply if considered appropriate by 2019

AIM 2**MILESTONES**

2.9

In 2017 Provide training programmes that support lines managers to fully utilise the ADR review and enhance individual and team performance

2.10

By 2019 provide a programme of management staff development which focuses on excellence in academic delivery and professional services support

AIM 2**RISK AND MITIGATION**

STRENGTH OF ACADEMIC COMMUNITY UNDERMINED BY LACK OF CPD OPPORTUNITIES FOR PROFESSIONAL SERVICES AND ACADEMIC STAFF, AND/OR BY WEAK ACADEMIC STAFF ENGAGEMENT WITH THE DISCIPLINES AND PEDAGOGIES OF ART, DESIGN, ARCHITECTURE AND MEDIA

Human Resources will focus on the university strategic priorities for the staff training and development programme and will liaise with SMT and line managers regarding team and individual institutional training needs.

STAFF DEVELOPMENT IS NOT RELEVANT AND TIMELY AND DOES NOT PREPARE STAFF FOR THE CHANGING SKILLS REQUIRED BY THE UNIVERSITY WHICH CAN LEAD TO DIMINISHED STAFF CURRENCY

Human Resources evaluate training activities and ensure that feedback is actioned. Course content is reviewed and varied according to the skills requirements of staff participating.

STUDENT FACING STAFF DO NOT UNDERTAKE/COMPLETE TEACHING QUALIFICATIONS OR PROFESSIONAL RECOGNITION ACCREDITATION

It is a condition of employment that newly appointed student facing staff without a teaching qualification or professional recognition will undertake the appropriate qualification or accreditation as required by their role. HR will support staff to complete their contractual requirement to obtain an appropriate qualification or professional recognition within a specified time, which is normally within 12 months of appointment.

AIM 3

BUILD AND SUPPORT HIGH QUALITY LEADERSHIP AND EXCELLENT MANAGEMENT WITHIN THE UNIVERSITY

Effective individual and collective performance and high quality leadership and management are essential to ensuring a high quality workforce with the capacity to deliver sustained excellence. Our aim is to develop individual and collective performance which enhances the service and supports the University Strategy.

HR will provide programmes that develop leaders at all levels in the university to embed the NUA vision and to think and act creatively to address change. A core set of Leadership and management competences will be developed that underpin the skills, qualities and behaviours. The programmes will encourage critical analyses, the development of collaborative change, maintaining staff motivation, project management and business processes. The resources and time will be made available to ensure the development of successful teams that are engaged, achieve SMART objectives and share best practice to enhance the student experience.

AIM 3

BACKGROUND

Effective leadership and excellent management skills are the key to increasing the efficiency of the University and encouraging new initiatives and business opportunities. Strong leadership and management is a key factor in transforming the University and unlocking staff potential.

Human Resources will provide support and development for managers so that they are aware of their key responsibilities and have the capacity to fulfil them. Managers will embed a high performance culture and will set clear expectations and manage poor performance. The Human Resources Team will work with managers on a transformational cycle which evolves around aspirations, clear goals, strategic planning and improved performance.

Leadership in a competitive and uncertain economy requires direction developing new courses and reviewing existing courses in a structure that has in-built flexibility. A leadership challenge is how to speed up and de-bureaucratise the process while keeping the rigour. In addition, the TEF challenge to leadership is to deliver teaching excellence and shift the culture towards one that seeks engagement, involvement and active learning with students. Academic leaders will encourage the co-creation of the student – employer – lecturer relationship and the pedagogical experiences of all three.

Leaders and managers are supported to identify what is excellent performance in their respective specialism within the University. They will provide clear models of high performance through SMART objectives. In 2015/16 the ADR cycle had 11% of staff whose performance was classified as outstanding compared to 6% in 2014/15 and 71% of staff whose performance exceeded expectations compared to 64% in 2014/15. Human resources will review the contribution of those that exceed expectations to team successes.

Management skills will be equally important to leadership skills and the emphasis will be placed on preparing managers to deliver change and innovation and explore competitive advantage. Their role is to ensure that unnecessary layers of process are removed to allow the creativity for innovation. Individual and organisational success can be evidenced through continual improvement in performance metrics such as NSS, QAA, TEF and REF.

HR will liaise with Managers to identify and nurture staff for management roles early in their service, so that they have the necessary depth and breadth of experience to take on roles with greater responsibility.

The traditional model of career planning which defines career progression purely in terms of an upward, linear trajectory will not be adopted. In the modern, highly complex world of work, careers take many different forms and follow many different courses. The emphasis will be to develop and retain staff talent and to manage staff personal career goals with the University vision and long-term priorities. HR will develop staff recognition guidance which acknowledges those that provide excellence and make a positive difference to the student experience.

AIM 3**OBJECTIVES**

3.1	Promote leadership and management skills which foster a culture of innovation and creativity through interdisciplinary collaboration drawing on team and individual contributions
3.2	Provide training in leadership and management skills for those identified through their ADR as actively engaged potential leaders and aspiring managers
3.3	Develop a culture of excellence in leadership and management performance focused on a positive holistic student experience
3.4	Identify and nurture talent early, to support effective management succession planning and develop a flexible mentoring framework to support staff across all areas of the University

AIM 3**TARGETS**

3.5	In 2018 provide a transformational leadership and management programme which fosters a culture of innovation and creativity
3.6	In 2017 train line managers to develop and support their own staff through coaching, effective feedback and development opportunities
3.7	Incorporate in all management training the NUA framework for excellence which reflects the TEF metrics
3.8	Develop a cohesive approach to talent management and succession planning that will identify and encourage leaders for the future and provide career opportunities

AIM 3**MILESTONES****3.9**

In 2018 provide a management development resource that meets the changing needs in HE and offers continuous leadership and management development based on participant skills and experience

3.10

By 2018 develop a career and recognition framework that supports the proposed business plans for the development of the curriculum and holistic student experience

AIM 3**RISK AND MITIGATION**

NOT PROVIDING A HIGH QUALITY STUDENT EXPERIENCE WHICH REFLECTS THE CURRENT CREATIVE INDUSTRY PRACTICE

Human Resources to work with managers to assess the skills gap and provide a programme and timeline for addressing concerns. Ensure that the content of the management development programmes address the barriers to teams delivering a high quality student experience based on evidence and student feedback.

POOR PERFORMANCE IN PUBLISHED LEAGUE TABLES ADVERSELY AFFECTS ATTRACTIVENESS OF UNIVERSITY TO STUDENTS

Human Resources will train and support managers with the tools to encourage excellence and address poor performance.

THAT MANAGEMENT DEVELOPMENT AND LEADERSHIP PROGRAMMES ARE NOT FIT FOR PURPOSE

Human Resources will ensure programmes are flexible and respond to the individual and organisational needs and value for money. HR will liaise with external professional bodies and organisations such as the Leadership Foundation to ensure that courses are current and include sector wide best practice.

AIM 4**CHAMPION EQUALITY AND DIVERSITY
AND WELLBEING**

Our aim is to champion Equality and Diversity in all aspects of NUA practice, enhance staff communications and be proactive in promoting a supportive working environment. Staff will be encouraged to invest time in reflecting on their roles and discussing with line managers new and creative practices while achieving a work life balance.

AIM 4**BACKGROUND**

The Single Equality Scheme objectives and actions are an integrated aspect of the Human Resources Strategy. Each year the Equality and Diversity Committee review progress of the objectives and include new objectives for subsequent years. The 2017/18 equality objectives are on page 29. Human Resources have an Equality and Diversity Champion who collaborates with sector Equality and Diversity Champions to embed good practice, raise awareness on protected characteristics and unconscious bias. Student Support and Human Resources work with student facing staff to raise awareness of supporting those with mental health issues and identify those whose health changes and need support.

In order for NUA to be sustainable and aim to be the best Specialist University for Art, Design, Architecture and Media in Europe it is essential to engender a culture in which staff dialogue, collaboration and engagement can flourish so that there is confidence and commitment in the University vision. This requires effective management practices to ensure that individuals feel listened to, valued and well informed about matters affecting them. In all aspects of staff, student and creative industries engagement we will communicate and embed equality, inclusion and diversity as fundamental principles of our practice.

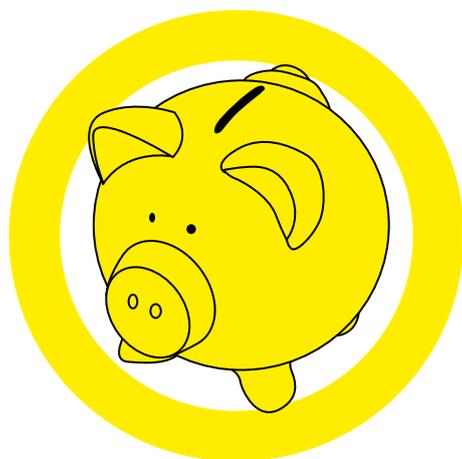
There are numerous facets of modern engagement but a simplistic approach would be to ensure that the following are available to staff at different stages in their career development - meaningful work, hands-on line management, a positive work environment, career

opportunities and recognition, with a purposeful vision. Human Resources work with line managers to ensure that key wellbeing factors that may appear to be common sense are not overlooked when addressing new events such as organisational reviews, staff turnover and the introduction of new initiatives in the workplace.

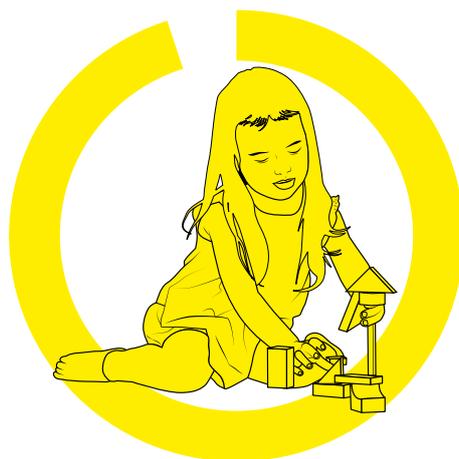
Human Resources aim to provide a workplace wellbeing offer which is proactive and preventative in a supportive work environment. This requires line managers to provide opportunities for staff to pilot new approaches and to acknowledge individual staff for their contribution. We offer a range of benefits which includes providing an annual Flu Clinic and in 2016 we introduced Wellbeing checks. The Flu Clinic in 2016 vaccinated 52 members of staff and 50 employees had individual appointments with a qualified health official who

provided a range of health checks which included cholesterol, blood sugar, blood pressure, BMI etc. and were provided with health advice and supporting material. A wellbeing week has been launched for 2017.

Human Resources will continue to introduce cost effective staff benefits that increase the value and variety of the reward package for all staff. The range recognises that staff value different benefits at different times. An example of benefits that are offered by NUA and the percentage of Universities offering the same benefits are indicated in the infographic (Figure 1). Childcare voucher and cycle to work schemes are salary sacrifice benefits.

FIGURE 1**EXAMPLES OF NUA STAFF BENEFITS AND THE PERCENTAGE OF UNIVERSITIES OFFERING THE SAME BENEFITS****PENSIONS**

Offered by 100% of HE Institutions

**CHILDCARE VOUCHERS**

Offered by 96% of HE Institutions

**CYCLE TO WORK SALARY SACRIFICE SCHEME**

Offered by 80% of HE Institutions

NUA offers two pension schemes the TPS for academic staff and the LGPS for Professional Services staff. In planning our staffing and wellbeing we need to take account of the increased life expectancy and individuals that work longer particularly as access to the state pension will increase to age 68 and may increase further in the future. There are implications on pension costs and long term affordability on defined benefit pensions. In the HE sector £12 in every £100 spent on staff goes towards pensions compared to the FTSE 350 which is £6 in every £100. (UCEA 2014/15).

In addition there are issues for long term career progression planning and supporting those who would like to have flexible arrangements regarding working hours. One in 8 of those born in 1964 are expected to reach 100 and 1 in 5 of those born in 1977 are expected to reach 100. Staffing plans have to balance offering succession planning, retention of high potential/key staff and facilitating retirement.

Short-term sickness absence has reduced in the year to date for 2015-2016 at an average of 1.7 days per employee and an average of two occurrences. This compares to 2.6 days and 2.4 occurrences per employee in 2014-2015.

Long Term sickness (an absence of 20 days or more) has reduced from 12 staff on long term absence to eight staff on long term absence and all absences remain below the UCEA benchmark. Human resources monitor all absences to provide advice and guidance to line managers and staff and to maintain absences at lower than the UCEA benchmark levels where appropriate.

HR will encourage ad hoc working groups to bring together cross sections of the University for streamlining and improving systems and processes. It is essential that we fully utilise our resources and address peak workloads by reducing bureaucracy and activities that do not add value to the student experience.

Regular reviews of departmental structures are key to building engaged and cohesive teams that provide high quality and excellent outcomes and balanced workloads. We are continually developing the use of digital solutions to improve work practice and enhance the benefits to staff and students.

NUA has a transparent and open communications policy which endeavours to provide staff with timely and relevant information. The VC meetings are normally followed by University development days which provide staff with the opportunity to share best practice.

AIM 4**OBJECTIVES**

4.1	Provide managers with the skills to support engagement and wellbeing
4.2	Encourage efficient working practices and minimise bureaucracy which enhances the working partnership between student facing staff and central professional staff
4.3	Through health awareness and staff and management support maintain sickness levels below the UCEA sickness absence benchmarks
4.4	Contribute to activities which underpin NUA's commitment to equality and diversity, work-life balance and sustainability in a supportive working environment

AIM 4**TARGETS**

4.5	In 2018 develop management training programme that incorporates competences in relation to engagement and wellbeing
4.6	Annually provide opportunities for interdisciplinary networks to share good practice in the delivery of the student experience
4.7	Increase the number of staff that participate in the wellbeing activities by 10%
4.8	Develop activities which underpin NUA's commitment to equality and diversity and work-life balance

AIM 4**MILESTONES**

4.9

Wellbeing activities will be scheduled in the university calendar in 2018 and will provide a broad range of opportunities for staff and students to participate without reducing the delivery to the students

4.10

Increase the number of grades that have 40 – 60% of females by offering opportunities to females in non-traditional specialisms to attend courses such as Aurora management training for Women

AIM 4**RISK AND MITIGATION****INCREASE IN SICKNESS ABSENCE WHICH IMPACTS ON THE DELIVERY TO THE STUDENTS**

HR and line managers to address persistent or significant performance concerns using NUA processes and promote a positive approach to health.

FAILURE FOR MANAGERS TO ENGAGE AND SUPPORT STAFF WELLBEING AND WORK-LIFE BALANCE

Human Resources to provide advice and training for managers to encourage staff engagement and work-life balance. In addition, benefits will be made available to staff to ensure that wellbeing is understood and intrinsic to the work practice.



HUMAN RESOURCES STRATEGY 2016-2021

TARGETS AND ACTIONS

TARGET	ACTIONS	STAFF RESPONSIBLE	TARGET DATE
AIM 1 - To attract and retain academic and professional services staff of the highest calibre			
1.7	Improve the number of vacancies that are filled on first advert and work towards a target of 85% by 2018 and 90% by 2019	Analyse the specialist market recruitment trends and liaise with recruitment agencies to reach potential passive markets.	Director of Human Resources April 2019
1.8	Improve the efficiencies in recruitment and selection and reduce the time taken to fill vacancies by 10% by 2020	HR to consider in line with NUA digital review the benefits of online recruitment and reduction in timescales and administrative tasks.	Director of Human Resources July 2020
1.9	Engage in best practice for improving the diversity profile of applicants to match the Norfolk employment statistics	Encourage underrepresented groups to apply to NUA and indicate support available in the recruitment material. Develop HR Champion role to collaborate with University E & D Champions.	Director of Human Resources/ Human Resources Equality and Diversity Champion September 2019
1.10	Annually review the Reward Package in line with competitors in the sector and region	Review the national pay award negotiating structure and Government living wage proposals in line with NUA strategic plan. Implement at least one new staff benefit annually.	Deputy Vice- Chancellor/ Director of Human Resources Annually February/March
1.11	Address any issues arising from the Gender Pay Gap Reviews which are monitored by the Equality and Diversity and Senate Committees	Take a snapshot of the payroll on 31st March 2017 and use the data to complete the government gender pay review. Draft report to be presented to SMT by December 2017.	Director of Human Resources December 2017
1.12	Maintain staff turnover at less than 10% and ensure that the staff stability index is more than 85%	Produce annual statistics on turnover and staff stability. Action matters arising from Exit Interviews.	Director of Human Resources Annually August

Aim 1 Milestones

- 1.13 Reach a target of 85% of filling adverts first time in 2018
- 1.14 Reduce the time taken to fill vacancies by 5% in 2019
- 1.15 Increase the number of underrepresented applications by 2%
- 1.16 Review Salary Grades 1 to 3 annually to ensure compliant with the Governments National Living Wage

TARGET	ACTIONS	STAFF RESPONSIBLE	TARGET DATE	
AIM 2 - To invest in progressive staff development that supports individual professional development and strategic priorities				
2.5	Provide an annual training programme that develops staff to their potential and meets the University strategic focus	Analyse ADR's and provide individual, team and development that adds value and responds to changes in HE.	Director of Human Resources	Annually June/July
2.6	Increase the percentage of academic staff (including teaching only) with a teaching qualification or equivalent recognition from 64% in 2015/16 to 75% by 2019	Liaise with the Head of Learning and Teaching to support staff that are contractually required to obtain a teaching qualification or equivalent.	Director of Human Resources/ Head of Learning and Teaching	September 2019
2.7	Provide training to meet the needs of departments in delivering excellence in the student experience	Training in 2018 will focus on central departments' interaction with students and enhancing communications.	Director of Human Resources	July 2018
2.8	Review the benefit of making an application to Athena Swan Charter and Human Resources excellence in Research Award and apply if considered appropriate by 2019	Review the data requirements and benefits of the external applications and draft a report to SMT. Ensure that Research staff are supported with their applications for TEF.	Director of Human Resources/ Director of Research	December 2018

Aim 2 Milestones

- 2.9 In 2017 Provide training programmes that support lines managers to fully utilise the ADR review and enhance individual and team performance
- 2.10 By 2019 provide a programme of management staff development which focuses on excellence in academic delivery and professional services support

TARGET	ACTIONS	STAFF RESPONSIBLE	TARGET DATE
AIM 3 – To build and support high quality leadership and excellent management within the University			
3.5	In 2018 provide a transformational leadership and management programme which fosters a culture of innovation and creativity	In liaison with line managers and professional organisations such as the Leadership Foundation to provide a range of NUA specific leadership and management programmes.	Director of Human Resources July 2019
3.6	In 2017 train line managers to develop and support their own staff through coaching, effective feedback and development opportunities	Deliver a programme for line managers that addresses performance and utilises the appraisal process and to provide ongoing development of staff.	Director of Human Resources/ July 2017
3.7	Incorporate in management training the NUA framework for excellence which reflects the TEF metrics	The training will include the latest digital and learning skills that enhance the student experience and support the TEF metrics and Universities good practice.	Director of Human Resources/ Head of Learning and Teaching July 2019
3.8	Develop a cohesive approach to talent management and succession planning that will identify and encourage leaders for the future and provide career opportunities	HR will undertake a skills audit in 2019 and provide annual reports on talent management and succession planning	Director of Human Resources/ Head of Learning and Teaching July 2019

Aim 3 Milestones

- 3.9 In 2018 provide a management development resource that meets the changing needs in HE and offers continuous leadership and management development based on participant skills and experience
- 3.10 By 2018 develop a career and recognition framework that supports the proposed business plans for the development of the curriculum and holistic student experience

TARGET	ACTIONS	STAFF RESPONSIBLE	TARGET DATE
AIM 4 – To enhance staff engagement and wellbeing			
4.5 In 2018 develop management training programme that incorporates competences in relation to engagement and wellbeing	Annually provide workshops which raise awareness of wellbeing and enhance staff engagement.	Director of Human Resources/ Head of Learning and Teaching	September 2018
4.6 Annually provide opportunities for interdisciplinary networks to share good practice in the delivery of the student experience	Incorporate in annual University Management development days the opportunity for interdisciplinary networking.	Pro-Vice Chancellor (Academic)/ Director of Human Resources	July 2017
4.7 Increase the number of staff that participate in the wellbeing activities by 10%	Each year new activities will be included in the wellbeing week.	Director of Human Resources/ Head of Learning and Teaching	January 2018
4.8 Develop activities which underpin NUA's commitment to equality and diversity and work-life balance	Review underrepresented groups in non-traditional specialisms and provide training and support.	Director of Human Resources/ Human Resources Equality and Diversity Champion	April 2017

Aim 4 Milestones

- 4.9 The Wellbeing Week will be scheduled in the university calendar in 2018 and will provide a broad range of opportunities for staff and students to participate without reducing the delivery to the students
- 4.10 Increase the number of grades that have 40 – 60% of females by offering opportunities to females in non-traditional specialisms to attend courses such as Aurora management training for Women

SINGLE EQUALITY SCHEME FOR NORWICH UNIVERSITY OF THE ARTS

EQUALITY OBJECTIVES FOR 2017/2018

OBJECTIVE	EXPECTED OUTCOME	LEAD PERSON/ OTHERS INVOLVED	TARGET DATE
1 Continue to improve the level of staff disclosure for all protected characteristics	Improved data collection to identify needs	Human Resources Manager	December 2017
2 Improve the transparency of University systems, particularly for students entering Higher Education from a non-traditional HE background/route	Student feedback systems and annual reporting	Academic Registrar	On-going
3 Implement a mentoring scheme for staff returning from maternity/paternity and adoption leave and amend policies to reflect mentoring provision	Staff feel fully supported on their return from maternity/paternity/adoption leave breaks	Director of Human Resources	December 2017
4 Understand the impact of internal and external changes (eg admissions criteria) on the diversity of student admissions	Monitoring of student profile to identify any differences in participation rates	Academic Registrar	November 2017
5 Publish the University Gender Pay Gap figures	Identification of actions required to identify gaps and address any gender pay gaps	Director of Human Resources	March 2018
6 Identify opportunities to increase the representation of BAME staff within the University	Increased awareness of the specific requirements of BAME applicants	Director of Human Resources	December 2018

MONITORING AND REVIEW OF THE HUMAN RESOURCES STRATEGY 2016 – 2021

The monitoring of the Human Resources Strategy 2016 – 2021 is an ongoing process and overseen by the Director of Human Resources. An annual update on the delivery of the objectives and progress against targets is provided to SMT

Human Resources provide annual reports on the staff profile, targets and KPI's to SMT, Equality and Diversity Committee, Senate and the Remuneration and Personnel Committee of the University Council.