UNIVERSITY OF KENT/
PEOPLE AND CULTURE
STRATEGY
2022-2025
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The last few years have seen a period of change and upheaval unprecedented in the University’s history.

Not only have we all lived through two years of regular lockdowns and disruption caused by the Covid-19 pandemic and had to pivot to remote working and teaching, juggled by many with home-schooling, but we have also been through a major restructure, creating six academic divisions each with their own professional services teams as part of the Organising for Success project, and we’ve had extensive staff changes.

Through all of this, Kent staff reacted superbly to all of the challenges presented. The resourcefulness, adaptability and agility shown by all of our staff was essential then and will continue to be essential to ensure the sustainability and future success of Kent. We operate in an increasingly competitive higher education sector in which the way that students engage with universities and with their studies has changed enormously, along with their expectations and what subjects they choose to study.

The world of work has also gone through fundamental and rapid change. Changes that were beginning pre-Covid have been accelerated by the pandemic and our normal way of doing things has changed forever.

Significant remote or home working and greater flexibility are now a normal expectation for us to be able to retain and attract the talented staff we need. Our focus must now be on what is achieved rather than where or even when work is carried out.

This shift brings with it opportunities for us all to find the right balance in our lives and to focus on our physical and mental health and wellbeing. It also brings challenges in how we interact and communicate with each other, in how teams are managed and for leadership.

With home undergraduate student fees remaining flat, competition increasing and expectations changing on all sides, we will also need to continually improve the way we do things, to resolve any problems more quickly, to be open and creative and to ensure we are ready to take advantage of any opportunities to grow.

With all of this change, the People Strategy that had served us well over the past few years no longer reflected our new reality and our new priorities, the organisation we are now and need to be. A refresh was needed.

Our new People and Culture Strategy describes a vision of what good looks like as a dynamic, creative and inclusive institution, committed to the transformative power of education and research, to serving our communities and to the development and support of our staff and students. It provides a framework for our work and the contribution that we can all make to delivering one of the best education and student experiences amongst UK universities by 2025. And it describes our journey to be a stronger, more resilient and leading University – one that is not only prepared for the world of tomorrow but is actively seeking it out and leading the way.

Our people are the key to our success. The new People and Culture Strategy will help us all contribute to that success and ensure that Kent remains a great place to work. I look forward to continuing to work with you all.

Martin Atkinson
Director of Human Resources and Organisational Development
WHERE ARE WE NOW?

Staff numbers

<table>
<thead>
<tr>
<th>Academic</th>
<th>Professional</th>
<th>Timesheet</th>
</tr>
</thead>
<tbody>
<tr>
<td>1432</td>
<td>1920</td>
<td>1636</td>
</tr>
</tbody>
</table>

- **Open-ended 61%**
- **Fixed term 39%**
- **Open-ended 88%**
- **Fixed term 12%**
- **Open-ended 4%**
- **Fixed term 96%**

Voluntary staff turnover

- Professional services voluntary leavers (6%)
- Academic voluntary leavers (12%)
- 12m moving average voluntary turnover (4%)

Staff costs as % of income

- **£546k**
- **£176k**

2021/22

- **57.2%**
- **16.7%**

Apprenticeship levy

- **£546k**
- **£176k**

2021/22

- **2021 Total levy**
- **2021 Levy spent**

Staff student ratio

- **1432**
- **1920**

Academic: 1432
Professional services: 1920
Timesheet: 1636

Apprenticeship levy

- **66 staff currently undertaking an apprenticeship**

Staff absence (in days)

- **1.4%**
- Of working days lost due to sickness absence

- **2021/22**
- Days lost due to mental health related absences (2,330)
- Days lost due to other absence reasons (6,233)

Staff satisfaction

- **2019 staff survey response rate (31%)**
- Kent is a good place to work (80%)
- I would recommend Kent to friends and family (69%)

- **Senior leaders listen to and respond to the views of staff (29%)**
- I have opportunities to share my point of view and be listened to (54%)
- 2021 Staff wellbeing is OK or good (66%)
**Median gender pay gap %**

- 2018-19: 13.7%
- 2019-20: 13.7%
- 2020-21: 8.2%
- 2021-22: 12.6%

**Gender**

- All staff
  - Male 41%
  - Female 59%

**Ethnicity**

- White 74%
- Racially minoritised 21%
- Not known 5%

**Disability**

- Disabled 11%
- Not disabled 70%
- Not known 19%

**Researchers by gender**

- Female non-STEM 16%
- Female STEM 37%
- Male 47%

**Leadership profile**

- **Professoriate by ethnicity and gender**
  - Female 39%
  - Male 62%
  - White 79%
  - Racially minoritised 13%
  - Not known 8%

- **Senior Professional Services staff by ethnicity and gender**
  - Female 50%
  - Male 50%
  - White 75%
  - Racially minoritised 8%
  - Not known 17%

- **Executive Group by ethnicity and gender**
  - Female 58%
  - Male 42%
  - White 90%
  - Racially minoritised 10%
  - Not known 0%

**RPD completion**

- 2019/20: 56%

**EAP usage**

- 2019/20: 5.26%
OUR 2025 VISION

We are proud to say that Kent is a great place to work and to develop a career with a positive, supportive and inclusive working environment in which we all share a sense of belonging, feel valued, trusted and respected, and that our wellbeing, development and performance are of equal importance, enabling us to give our best and reach our full potential.
The vision of the University is that by 2025 we will be delivering one of the best education and student experiences among UK universities. At the heart of delivering this vision will be our people and our culture.

In developing our new People and Culture Strategy, following a series of focus groups and engagement activities with a range of staff from across the University, we identified six key areas of focus which together expand on our 2025 vision and provide the framework for our work in realising that vision.

Considering the current post-pandemic context and the renewed emphasis on work-life balance and mental health, we have made a conscious decision to dedicate a specific area of focus to Health and Wellbeing, recognising that without adequate support, we can’t operate at our best.

Together, we also want to continue to improve our processes and practices so that the way we work reflects the principles of Organising for Success and continuous improvement is embedded in everything we do. This means focusing on organisational efficiencies, effectiveness and agility to build a successful and sustainable University.

Recognising that people are at the centre of everything that we do, we want to build on our strengths and realise our potential, both collectively and as individuals. To do this, we will continue on our journey to develop our talent and build on our skills and capabilities. We will listen and engage with each other and with the University. We will contribute to making Kent a great place to work for us, for those aspiring to join us and for the communities that we serve.

And underpinning everything are our enduring values. We work as a community, based on collegiality. Freedom of speech within the law and freedom of inquiry are fundamental. We are outward looking, we embrace change and are willing to do things differently and see things differently. We value excellence and we support potential, wherever it may be found. Our University is based on equality, diversity and respect, and that we value each other. We are international in outlook.
Our vision
By 2025, we will be delivering one of the best education and student experiences amongst UK universities that enables and inspires our students. We will be internationally known for a transformative student experience and employability outcomes regardless of background. Our discoveries and research will emphasise existing and new signature areas, where we match the best in the world.

Our areas of focus (cont)

People and Culture
Through our six areas of focus we will support our staff to achieve our vision by:

- Promoting health and wellbeing
  Supporting a workforce where health and wellbeing matters as much as development and performance

- Engaging and listening
  Inspiring a culture of community, collaboration and connectivity; encouraging colleagues to be active in the life of the University

- Enhancing our employee experience
  Creating an attractive place to work and thrive

- Growing diverse talent
  Developing an environment where everyone can progress and realise their potential

- Redefining how we lead and manage
  Building a community of effective leaders empowered to deliver results through their teams

- Improving how we work
  Developing best practice, simplifying and learning from experience; continuously improving to build a sustainable future

- Developing an environment where everyone can progress and realise their potential

Education and student experience
We will offer one of the best education and student experiences in the UK

Research and innovation
We will undertake research and innovation that is of the highest standards judged by international comparators

Engagement and civic mission
We will be a leading civic university

Equality, Diversity and Inclusion
A ‘dual intensity’ university, grounded in place

Education focused on individual needs

Embracing partnerships

Digital transformation
1 ENGAGING AND LISTENING
We will seek to inspire a culture of community, cooperation, dignity and respect for all, with a workforce that is motivated, engaged and takes ownership of issues.

We will encourage all of our colleagues to play an active part in the life of their Division or Directorate and the wider University and to contribute their views and ideas, drawing on their collective talent and expertise for the benefit of us all.

**What we will do**

We will seek to build, maintain and develop morale, motivate staff and build trust across a diverse workforce with changing and different expectations of work.

We commit to listening and responding to the views of all our staff. We will ensure our staff have the opportunity to input ideas and suggestions to help shape future actions, that they feel heard and aren’t afraid to contribute to opportunities for change.

**How we will do it**

- Create a staff engagement strategy and annual calendar of events, ensuring there is variety in the ways staff can engage at local and University levels.
- Encourage ‘employee voice’ through our Communities of Practice, regular staff surveys and other consultative and engagement forums, to share information, ideas and innovation.
- Develop our internal communications channels and engagement activities to build effective two-way communication so all staff understand the context in which we are working.
- Develop a new and consistent approach to staff surveys, ensuring the voices of our staff are heard and their views acted upon as appropriate.
- Publish survey results and findings, provide feedback and share learning (‘you said, we did’). Ensure our workforce is engaged in plans for change.
- Embed good management practices to ensure regular communication between staff and their manager. Ensure staff have clarity about their role and what is expected of them in respect of values, behaviours and objectives, and how the work they do contributes to institutional goals. Ensure staff receive regular honest feedback about their contribution and performance.
- Develop mechanisms for recognising the excellent contributions of our staff, building on the success of the inaugural Kent Staff Recognition Awards and other departmental awards.
- Further develop effective partnership working with our trades union and staff representatives.

**Success measures**

1. Annual voluntary staff turnover to be between 5% and 10% [KPI]
2. 75% of staff respond positively to questions related to employee voice and leadership listening to their views in staff surveys [KPI]
3. A year-on-year increase in the number of staff involved in, and the number of days dedicated to, participating in core University activities (i.e. Congregations) and/or volunteering
4. Over 50% of staff take part in staff surveys
2 ENHANCING OUR EMPLOYEE EXPERIENCE
We will enhance our overall employee experience with progressive policies, attractive benefits and the opportunity to develop a rewarding career, to attract and retain a motivated and talented workforce as an employer of choice.

We will create a strong employer brand, emphasising the importance of connectivity, community and collaboration and highlighting what makes Kent a great place to work.

**What we will do**

We will create lasting change by embedding a culture that welcomes and values difference, bringing together people from different backgrounds with different lived experiences to make Kent somewhere that celebrates diversity and creates a shared identity and feeling of belonging for all staff.

We will provide an employment offer that reflects who we are, what we aspire to be, our values and our culture. From the way we welcome new staff to how we celebrate successes (no matter how big or small), we will demonstrate the importance we place on our people and show why Kent is a great place to work and an employer of choice.

**How we will do it**

- Develop and articulate our employment offer in a way that is reflective of the culture and values of Kent and to ensure we can compete effectively in relevant markets.
- Develop a compelling new employer brand in keeping with the refreshed University brand identity.
- Develop a new approach to welcoming staff to the University, helping those new to Kent and to the UK settle in and start to make a contribution quickly.
- Expand hybrid working into a flexible working framework accessible to all, whether in a frontline operational, professional services, or an academic role, and which balances the expectations of current and future staff with operational needs.
- Develop a total reward approach and a framework for staff recognition aligned to our cultural values and mission, that supports our philosophy of celebrating success no matter how big or small.
- Develop opportunities for volunteering and for involvement in key University events and activities, such as Congregations.
- Implement actions identified under Athena SWAN and Race Equality Charter action plans to improve our employment offer for women and racially minoritised staff.
- Confer with Kent academics, conduct external benchmarking and seek external recognition, to develop best employment practices and further develop our offer and employer brand.

**Success measures**

1. 85% of staff respond positively to “Kent is a good place to work” in staff engagement surveys [KPI]
2. 75% of staff are aware of the new brand identity post-launch and feel connected to it
3. 75% of staff respond that they would recommend Kent to family and friends in staff engagement surveys
4. A year-on-year decrease in ‘hard to fill’ vacancies
3 REDEFINING HOW WE LEAD AND MANAGE
We will redefine the way we lead and manage to foster a culture of coaching and mentoring whereby teams and individuals are empowered to do their job and take initiative.

We will increase leadership visibility at all levels starting with our Executive Group to build trust and a shared understanding of staff’s everyday experiences.

What we will do

We will foster a culture of individual ownership where staff are empowered to contribute to the success of the organisation and leaders take on a coaching role.

Through compassionate, inclusive and impactful leadership we will improve performance to deliver results.

We will enhance skills and capabilities around financial understanding and strategic and commercial thinking, to build awareness of strategic priorities, maximise leadership effectiveness and support the University’s ambitions for growth.

We will enable leaders and managers to positively engage, support and listen to colleagues through Performance and Development conversations.

How we will do it

- Continue to develop the skills and capabilities of our leaders at all levels via contextualised learning and development opportunities that are aligned to our Leadership Behaviours Framework and the University’s strategic priorities.
- Develop an effective coaching and mentoring culture.
- Build leadership communities to share knowledge, experience and best practice.
- Roll out the University’s new Performance and Development framework following the review of the RPD process.
- Build capability to lead high performing teams, including matrix, hybrid and agile teams, enabling the development of a culture of high performance in which staff performance can be supported, recognised, enhanced and managed effectively.
- Encourage the use of 360 degree feedback.

Success measures

1. Increase the proportion of women in professorial positions by 10% by 2025 [KPI]
2. Increase the proportion of racially minoritised staff in professorial and senior management roles by 10% by 2025 [KPI]
3. Establish a 2:1 ratio of successors for key leadership roles in grade 10 and above
4. 75% of leaders and managers have actively developed their coaching skills by 2025
5. 75% of staff respond positively to survey and/or 360 feedback questions relating to leadership effectiveness
4 IMPROVING HOW WE WORK
We will create an inclusive and positive working environment in which we all feel enabled, supported and encouraged to be curious and creative, to collaborate, to challenge and to be challenged. An environment in which we can embrace change.

We will feel empowered to develop and share best practices, to simplify wherever possible, to learn from our experiences and to continuously improve the way we do things as we build a sustainable future for everyone at Kent.

**What we will do**

We will have great people in the right place and with the right skills, who feel empowered and motivated by inspiring leaders and a shared vision of success.

We will embed the structural changes of Organising for Success (O4S) guided by the principles of ‘devolve unless’, ‘delegate unless’ and ‘simplify wherever possible’, with central governance and expertise supporting, enabling and facilitating local management and delivery.

We will remove barriers to collaboration, innovation and change, finding a balance between consultation and action, and in accordance with our core values.

We will encourage agile and delegated decision making wherever possible.

We will focus on and recognise what our people achieve, not on where or when they do their work, or even on how they do it, as we move from flexible working through hybrid working to agile working.

**How we will do it**

- Support the consistent implementation of O4S academic governance structures
- Embed the hybrid devolved model for professional service delivery, through the implementation of an effective Memorandum of Understanding underpinned by detailed agreement on respective accountabilities for each function.
- Establish a network of Heads of Profession who provide focus to their Community of Practice, encouraging cross-department working and sharing of best practice.
- Review and simplify key University processes, including our people-related policies, processes and practices to make them more accessible for all staff, and to improve decision-making and efficiency.
- Seek to improve effectiveness and efficiency through the consistent application of O4S organisational design principles.

**Success measures**

1. Staff costs to reduce to 55% of total income, without detriment to student survey results [KPI]
2. All devolved-hybrid functions have agreed MoUs, RACIs and Communities of Practice fully operational and meeting regularly
3. 75% of University key processes simplified and streamlined by 2025
4. Fewer days lost due to industrial action (1502 days lost in 21/22)
5 GROWING DIVERSE TALENT
We will ensure we have the processes, frameworks and environment to enable us to attract, retain and develop diverse talents across all parts and all levels of the University.

We will enable colleagues to progress and realise their potential through development programmes and succession planning.

We will recognise and celebrate staff contributions to the University’s success.

What we will do

We will develop mechanisms for effective talent management and succession planning aligned to key HR processes such as performance and development, probation, promotion and reward.

We will continue to promote and implement inclusive recruitment practices to attract diverse talents, with a particular focus on roles/areas where certain categories of staff are under-represented.

We will offer opportunities for all staff to progress and realise their potential by identifying clear career paths.

We will enhance visibility around individual and collective performance at all levels of the organisation.

How we will do it

- Develop a new Staff Resourcing Strategy to meet the changing needs of job seekers and the challenges of the external market for talent, providing an excellent candidate experience whilst also ensuring flexible, progressive and agile solutions for managers when considering their people needs.
- Continue to embed the Academic Career map (ACM), with a particular focus on ‘Citizenship and Leadership’.
- Create and implement a career map for Professional Services staff.
- Roll out the new approach to performance and development conversations to all areas.
- Develop a framework for effective talent management and succession planning.
- Identify critical roles and implement robust succession and retention plans to mitigate risk.
- Build a strong diverse pipeline of leaders through strategic succession planning and through development programmes, including those aimed at supporting women and racially minoritised colleagues to take on leadership and management roles.
- Further develop our policy and practices to support internal and external secondments.
- Further promote the benefits of apprenticeships in order to grow talent from within.

Success measures

1. 75% completion for annual appraisal conversations [KPI]
2. 95% of critical roles with potential successor(s) identified by 2025 [KPI]
3. Increase the proportion of female researchers in STEM by 20% by 2025
4. 20% increase in staff undertaking an apprenticeship (and levy spend)
6 PROMOTING HEALTH AND WELLBEING
We will put physical and mental health and wellbeing at the heart of everyone’s experience of working at Kent.

We will bring together the work of specialist teams and groups across the University to ensure the provision of a coherent, engaging and excellent package of resources, activities and support, with a focus on prevention.

What we will do

We will provide a healthy, happy and purposeful environment that promotes the physical and mental wellbeing of all our staff.

We will create a workplace where individuals can be supported to develop their own preferred work/life balance.

We will take both a preventative and supportive approach to health and wellbeing; ensuring proactive initiatives are in place to encourage good health and wellbeing for all our staff, underpinned by appropriate support mechanisms when additional help may be needed.

We will promote an environment where staff wellbeing is integrated into day-to-day practices – it is at the heart of what we do and what we stand for; and recognise nurturing good wellbeing allows us all to operate at our best.

How we will do it

- Ensure relevant and appropriate support mechanisms are in place for staff and managers to access when they need health and wellbeing support.
- Support managers as they lead hybrid and agile teams, enabling staff flexibility in their working arrangements whilst facilitating collaboration and connectivity; balancing work requirements with individual expectations.
- Continue to consider the impact of the pandemic on workplace equality, wellbeing and resilience, and changing expectations of work.
- Develop and implement local action plans based on the 2022 Wellbeing and Workload survey findings.
- Build on the Wellbeing Working Group and Thriving at Work initiatives to develop an action plan to achieve the Mental Health Charter standard.
- Provide managers and staff with the tools needed to lead and work in a volatile, ambiguous work environment, so staff feel appropriately supported through change.
- Develop a consistent approach to academic workload allocation according to a set of core principles.
- Ensure health and wellbeing, as well as equality, are intrinsic to people-related decisions.

Success measures

1. Reduction in absence days due to mental health related reasons by 2025 [KPI]
2. Staff survey wellbeing score >75% [KPI]
3. 95% of staff respond positively when asked if they’ve had a wellbeing conversation with their manager when it was needed
4. 20% increase in use of the EAP
TURNING STRATEGY INTO ACTION
# ACTION PLAN
## YEAR ONE: 2022/23

<table>
<thead>
<tr>
<th>Action</th>
<th>Areas of focus</th>
<th>Champion</th>
<th>Start</th>
<th>Anticipated delivery</th>
</tr>
</thead>
</table>
| 1. Continue to develop effective partnership working with our staff and trades unions representatives | Engaging and listening  
Enhancing our employee experience                                             | Director HR&OD | In progress     | Autumn 2022                           |
| 2. Further embed the principles of O4S through ‘How We Work’ initiatives, including developing and embedding communities of practice, refining academic governance and clarifying our organisation design principles | Improving how we work  
Engaging and listening  
Enhancing our employee experience                                             | Director HR&OD | In progress     | Autumn 2022                           |
| 3. Embed the findings of the Wellbeing and workload surveys             | Promoting health and wellbeing  
Enhancing our employee experience                                             | Director HR&OD | In progress     | Autumn 2022                           |
| 4. Review our hybrid working scheme and consider the potential for future requirements for fluid/agile working | Enhancing our employee experience  
Promoting health and wellbeing  
Improving how we work                                                         | Director HR&OD | In progress     | Autumn 2022                           |
| 5. Review our TOIL arrangements to ensure they balance operational needs with individual flexibility | Enhancing our employee experience  
Promoting health and wellbeing                                                 | Director HR&OD | In progress     | Autumn 2022                           |
| 6. Implement a Staff Establishment Register to enable effective tracking and utilisation of budget and people resources | Improving how we work                                                        | Director HR&OD | In progress     | MVP by Autumn 2022  
Future software solutions  
Summer 2023                                                                |
| 7. Refresh the apprenticeship strategy to optimise levy spend           | Improving how we work  
Enhancing our employee experience  
Growing diverse talent                                                        | Director HR&OD | In progress     | Review strategy by Autumn 2022        |
# ACTION PLAN
## YEAR ONE: 2022/23
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<table>
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<tr>
<th>Action</th>
<th>Areas of focus</th>
<th>Champion</th>
<th>Start</th>
<th>Anticipated delivery</th>
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<tbody>
<tr>
<td>8</td>
<td>Create a new Staff Engagement Strategy, underpinned by a calendar of staff engagement activity</td>
<td>Engaging and listening&lt;br&gt;Enhancing our employee experience</td>
<td>Director HR&amp;OD</td>
<td>In progress</td>
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<tr>
<td>9</td>
<td>Bring together work on probation, promotion, performance and development conversations, the ACM and other tools, to develop a cohesive academic performance framework</td>
<td>Redefining how we lead and manage&lt;br&gt;Growing diverse talent&lt;br&gt;Enhancing our employee experience</td>
<td>DVC Academic Strategy, Planning and Performance</td>
<td>In progress</td>
</tr>
<tr>
<td>10</td>
<td>Further embed our new approach to performance and development conversations</td>
<td>Growing diverse talent&lt;br&gt;Enhancing our employee experience</td>
<td>DVC Research and Innovation</td>
<td>In progress</td>
</tr>
<tr>
<td>11</td>
<td>Develop an holistic coaching and mentoring culture</td>
<td>Redefining how we lead and manage&lt;br&gt;Growing diverse talent&lt;br&gt;Promoting health and wellbeing</td>
<td>Director HR&amp;OD</td>
<td>In progress</td>
</tr>
<tr>
<td>12</td>
<td>Complete the 2022 Equal Pay Audit and deliver associated actions</td>
<td>Enhancing our employee experience&lt;br&gt;Growing diverse talent&lt;br&gt;Redefining how we lead and manage</td>
<td>Director HR&amp;OD</td>
<td>In progress</td>
</tr>
<tr>
<td>13</td>
<td>Deliver the staff-related elements of the Antiracism Strategy</td>
<td>Enhancing our employee experience&lt;br&gt;Growing diverse talent&lt;br&gt;Redefining how we lead and manage</td>
<td>DVC Academic Strategy, Planning and Performance</td>
<td>In progress</td>
</tr>
<tr>
<td>14</td>
<td>Deliver the ‘how we work’ process improvement initiatives, including people-related processes</td>
<td>Improving how we work&lt;br&gt;Enhancing our employee experience</td>
<td>Chief Financial Officer</td>
<td>In progress</td>
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## ACTION PLAN
### YEAR ONE: 2022/23
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<tr>
<th>Action</th>
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<th>Anticipated delivery</th>
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<tr>
<td>15</td>
<td>Deliver the staff-related elements of the REC action plan</td>
<td>Enhancing our employee experience, Growing diverse talent, Redefining how we lead and manage</td>
<td>DVC Academic Strategy, Planning and Performance</td>
<td>Autumn</td>
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<tr>
<td>16</td>
<td>Create a Talent Strategy and develop mechanisms for effective talent management (eg talent management platform)</td>
<td>Growing diverse talent, Enhancing our employee experience</td>
<td>TBC</td>
<td>Autumn</td>
</tr>
<tr>
<td>17</td>
<td>Develop a professional services career map, providing clarity on sideways as well as vertical opportunities</td>
<td>Growing diverse talent, Enhancing our employee experience, Improving how we work</td>
<td>TBC</td>
<td>Autumn</td>
</tr>
<tr>
<td>18</td>
<td>Undertake the staff-related actions required to achieve Mental Health Charter accreditation</td>
<td>Promoting health and wellbeing</td>
<td>DVC Education and Student Experience</td>
<td>Autumn</td>
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<tr>
<td>19</td>
<td>Support ‘right sizing’ by ensuring our staff are best placed and appropriately equipped to ensure our long-term sustainability in a way that is consistent with, and reflective of, our culture, vision and values</td>
<td>Improving how we work, Enhancing our employee experience</td>
<td>DVC Academic Strategy, Planning and Performance, Financial Improvement Director</td>
<td>Autumn</td>
</tr>
<tr>
<td>20</td>
<td>Undertake ‘lessons learnt’ reviews following major initiatives</td>
<td>Improving how we work</td>
<td>Chief Financial Officer</td>
<td>Autumn</td>
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# ACTION PLAN
## YEAR TWO: 2023/24

<table>
<thead>
<tr>
<th>Action</th>
<th>Areas of focus</th>
<th>Champion</th>
<th>Start</th>
<th>Anticipated delivery</th>
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<tbody>
<tr>
<td>21</td>
<td>Undertake a second phase of development of our Reward Strategy to include benefits</td>
<td>Enhancing our employee experience</td>
<td>TBC</td>
<td>Spring 2023</td>
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<tr>
<td></td>
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<td>Growing diverse talent</td>
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<td>Promoting health and wellbeing</td>
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<td>22</td>
<td>Develop a Resourcing Strategy</td>
<td>Growing diverse talent</td>
<td>TBC</td>
<td>Spring 2023</td>
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<tr>
<td></td>
<td></td>
<td>Enhancing our employee experience</td>
<td></td>
<td></td>
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<tr>
<td>23</td>
<td>Develop a compelling employer brand</td>
<td>Enhancing our employee experience</td>
<td>TBC</td>
<td>Spring 2023</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Engaging and listening</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Review the Academic Workload Allocation model</td>
<td>Improving how we work</td>
<td>DVC Academic Strategy, Planning and Performance</td>
<td>Spring 2023</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promoting health and wellbeing</td>
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<tr>
<td></td>
<td></td>
<td>Enhancing our employee experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>Review the EDI strategy and implement the staff-related aspects (including relevant sub-strategies and initiatives, eg Athena SWAN)</td>
<td>Enhancing our employee experience</td>
<td>DVC Academic Strategy, Planning and Performance</td>
<td>Spring 2023</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Engaging and listening</td>
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<tr>
<td></td>
<td></td>
<td>Promoting health and wellbeing</td>
<td></td>
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<tr>
<td>26</td>
<td>Review and refresh our approach to staff surveys, pulling together all existing survey activity into a cohesive approach to hearing from our staff</td>
<td>Engaging and listening</td>
<td>TBC</td>
<td>Summer 2023</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Enhancing our employee experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>Review our approach to onboarding at Kent</td>
<td>Enhancing our employee experience</td>
<td>TBC</td>
<td>Summer 2023</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Growing diverse talent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action</td>
<td>Areas of focus</td>
<td>Champion</td>
<td>Start</td>
<td>Anticipated delivery</td>
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</tr>
<tr>
<td>28</td>
<td>Engaging and listening, Enhancing our employee experience</td>
<td>TBC</td>
<td>Summer 2023</td>
<td>Summer 2024</td>
</tr>
<tr>
<td>Look to build on the success of the inaugural Kent Staff Recognition Award Ceremony, by bringing together all staff recognition awards into a cohesive recognition framework</td>
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</tr>
<tr>
<td>29</td>
<td>Redefining how we lead and manage, Growing diverse talent</td>
<td>Vice-Chancellor</td>
<td>Summer 2023</td>
<td>Summer 2024</td>
</tr>
<tr>
<td>Develop our executive leadership programme</td>
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</tr>
<tr>
<td>30</td>
<td>Promoting health and wellbeing, Engaging and listening</td>
<td>TBC</td>
<td>Summer 2023</td>
<td>Spring 2025</td>
</tr>
<tr>
<td>Bring together the work of the Thriving at Work group, the Workload and Wellbeing survey action plan, as well as the physical health initiatives of Kent Sport (eg walking routes, and VCs cup) to develop a cohesive approach to staff health and wellbeing at Kent</td>
<td></td>
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</tr>
<tr>
<td>31</td>
<td>Improving how we work, Enhancing our employee experience, Promoting health and wellbeing</td>
<td>TBC</td>
<td>Autumn 2023</td>
<td>Summer 2024</td>
</tr>
<tr>
<td>Explore the mechanisms to enable workforce mobility</td>
<td></td>
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</tr>
<tr>
<td>32</td>
<td>Growing diverse talent, Enhancing our employee experience</td>
<td>TBC</td>
<td>Autumn 2023</td>
<td>Autumn 2024</td>
</tr>
<tr>
<td>Develop an effective approach to succession planning</td>
<td></td>
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</tr>
<tr>
<td>33</td>
<td>Redefining how we lead and manage, Growing diverse talent</td>
<td>TBC</td>
<td>Autumn 2023</td>
<td>Summer 2025</td>
</tr>
<tr>
<td>Personalise our approach to leadership development in line with the expectations of the Leadership Behaviours Framework (LBF) and individual needs</td>
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</tr>
</tbody>
</table>
## ACTION PLAN
### YEAR THREE: 2024/25

<table>
<thead>
<tr>
<th>Action</th>
<th>Areas of focus</th>
<th>Champion</th>
<th>Start</th>
<th>Anticipated delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>34</td>
<td>Engaging and listening, Enhancing our employee experience, Promoting health and wellbeing, Redefining how we lead and manage, Growing diverse talent</td>
<td>Director HR&amp;OD</td>
<td>Spring 2024</td>
<td>Summer 2025</td>
</tr>
<tr>
<td>35</td>
<td>Enhancing our employee experience, Engaging and listening, Promoting health and wellbeing, Redefining how we lead and manage</td>
<td>TBC</td>
<td>Autumn 2024</td>
<td>Summer 2025</td>
</tr>
</tbody>
</table>
ROADMAP

- **Where are we now?**
  - 2025 vision
  - Areas of focus
  - Action plan

- **Roadmap**
  - People and Culture Strategy
  - Year
  - Term
  - Spring
  - Summer
  - Autumn

- **2022**
  - Where are we now?
  - Our 2025 vision
  - Areas of focus
  - Action plan

- **2023**
  - Where are we now?
  - Our 2025 vision
  - Areas of focus
  - Action plan

- **2024**
  - Where are we now?
  - Our 2025 vision
  - Areas of focus
  - Action plan

- **2025**
  - Where are we now?
  - Our 2025 vision
  - Areas of focus
  - Action plan

- **Looking ahead**
  - Where are we now?
  - Our 2025 vision
  - Areas of focus
  - Action plan
This People and Culture Strategy has been designed to support the Institutional Plan, ‘Kent 2025’, and to bridge the gap between the previous People Strategy that was designed for a pre-Covid world and a full strategy refresh for the period to 2030.

It recognises the vast changes over the past two years and is intended to help us adapt to the new world of work, to better meet the expectations of our staff (and students) and to help us reach our collective potential.

Looking further ahead, we aim to lead the way, with leading-edge employment policies and practices informed by our world class researchers, transforming our workplace and how we work for the benefit of all of our people, those aspiring to join us and the wider community.

Through engagement with our colleagues, we will develop a new value proposition that meets the expectations of our diverse, multi-generational agile workforce and that truly resonates across our diverse communities; a true reflection of who we are and who we want to be.