

UCFB | GIS

OUR PEOPLE STRATEGY

For our people, by our people



FOREWORD

UCFB HE is an aspirational, challenger university, with a proven model for making sports education more relevant, more connected and more embedded in the sports industry, providing our students with the best experience in the world of sport.

We now have the opportunity to build on our successful UK model originating in football, expanding nationally and internationally to appeal to the wider sports industry both domestically and internationally.

This People Strategy aligns to our Institutional Strategy and sets out our People Strategy for both UCFB College (University Campus of Football Business) and GIS (Global Institute of Sport). UCFB is the undergraduate arm of UCFB HE (our Institution), and GIS is the postgraduate and executive education arm of the same.

This people strategy is anchored in the principle that our people are our most valuable asset, and sets out how we will support and enable our people to deliver our vision and support our students. This strategy has been co-designed and co-produced by our people over the past 18 months and so is a strategy “for our people, by our people”.

This strategy directly contributes to and supports the Institutional Strategic plan and vision and is organised around three strategic aims, three core people values, and six strategic themes.

We are excited by the difference this strategy will make to all our people – students and staff – and are really looking forward to the contributions everyone will make to realise our collective potential.



Brendan Flood
Founder, Chairman and CEO

PLAN ON A PAGE

This framework provides a summary of the scope of the people strategy and its connection to the institutions vision and mission.

THE MISSION

“To be the world’s leading sports education institution”

PEOPLE STRATEGY

“For our people, by our people”

AIMS	THEMES	SUCCESS
<ul style="list-style-type: none"> • Attract talent • Develop talent • Retain talent 	<ol style="list-style-type: none"> 1. Equality, Diversity & Inclusion 2. Talent Attraction 3. Growth and Development 4. Performance 5. Reward, Recognition, Compensation 6. Health and Wellbeing 	<ul style="list-style-type: none"> • Bi-annual staff survey • Long and short-term sickness absence levels • Voluntary turnover • Performance reviews • Onboarding and exit surveys • Employee satisfaction and pulse surveys
PEOPLE VALUES		

*Fair play for all
One team united around sports education
Bringing your best game*

PEOPLE TEAM STRATEGIC AIMS

The following strategic aims guide the work of this strategy and will be fulfilled by actioning the priorities within our 6 strategic themes:



Attract Talent

We will continue to create and maintain an environment that attracts and retains the best staff, to provide students with their best possible experience, ensuring we have the right conditions and structures in place to enable all of our staff to fulfill their career ambitions in an Institution that challenges their performance and supports development.



Develop Talent

We will attend to developing career and progression opportunities, supporting personal and professional development, and create a healthy and inclusive working environment in which staff can flourish and succeed.



Retain Talent

With open, transparent and collaborative ways of working, we will create a one team culture of excellence, high performance and collaboration that nurtures talent and allows our staff and students to thrive. Our values and behaviours will be embedded in all our actions, role modelled by leadership, and make UCFB HE an institution people are proud to learn with and to work for.

OUR PEOPLE VALUES AND BEHAVIOURS

One team united around sport education	<ul style="list-style-type: none"> • Our DNA means that we look after each other as one learning community • We know that teamwork and collaboration are the fundamentals to achieving goals • We celebrate each other's strengths, differences and achievements • When we disagree, we challenge constructively, accept the outcome and move forward
Fair play for all	<ul style="list-style-type: none"> • We are inclusive, ensuring all students and staff are supported to succeed at UCFB HE • We are equitable in how we treat each and every person: committed to level playing fields • We are honest in our expectations of each other: educationally, academically and professionally • We are transparent in how we make our decisions
Bringing your best game	<ul style="list-style-type: none"> • We are passionate about goals: for our students and for ourselves • We inspire others by how we act and what we achieve • We embrace innovation and better ways of doing things • We continuously strive to improve on our previous best performance

STRATEGIC THEMES (SUMMARY)

Theme 1 – Equality, Diversity and Inclusion (EDI)

We will continue to create an inclusive Institution that actively attracts and engages diverse, talented individuals from many different heritages and lifestyles, and promotes inclusion and equitable treatment of students and staff at all levels. Equality, Diversity and Inclusion will be reflected in everything that we do, ensuring that all staff and students are supported to succeed at UCFB HE.

Theme 2 – Talent Attraction

We know that our people are our most valuable asset and there is fierce competition for academic and professional services staff. Our recruitment and workforce planning will attract the people best able to help us power the future sports industry. We will continually strive to have the right people, in the right place, at the right time needed to support our growth.

Theme 3 – Growth and Development

We will support our staff to fulfil their potential, with development aimed at helping them be ready to meet their career aspirations. We will expect staff to embrace innovation, to remain future-fit and develop new skills to harness market and technology advances. We will build agile structures that are able to provide career progression pathways.

Theme 4 – Health and Wellbeing

We will support staff to be physically and mentally well, with personal wellbeing and sustainable work-life balance embedded in all aspects of our work. We expect staff to support each other, and actively contribute to the wellbeing of all staff and students at UCFB HE.

Theme 5 – Performance

Our leaders and managers will inspire high performance of staff by how they conduct themselves, cultivating a collaborative, transparent community that continuously strives to improve on previous best performance. Leaders at all levels will be empowered to lead and support others to succeed, achieving both personal and Institutional goals.

Theme 6 – Reward, Recognition and Compensation

Staff excellence and contribution to success will be recognised, celebrated and rewarded in a fair and transparent way, with flexible benefits that reflect the diversity of our staff and support our vision.

THEME 1

EQUALITY, DIVERSITY AND INCLUSION (EDI)

Our aim is to have a future workforce that is representative of our future students, industry partners, and local and global sports participation and sub-cultures and we will actively seek to increase diverse representation throughout. We will achieve this by...

- Continuously reviewing the Equality and Diversity committee to ensure it stays inclusive and representative of our current and anticipated workforce, communicating key actions and achievements, and keeping EDI at the forefront of decision-making
- Auditing and reviewing our recruitment and attraction processes and channels to appeal to a diverse range of candidates, reflective of our anticipated workforce of the future, ensuring equality of opportunities for vacancies across UCFB/GIS, including removing all identifiable barriers to aspiration from underrepresented groups
- Regularly reviewing all HR policies and processes to ensure they are accessible and inclusive for all
- Continuing to develop and regularise a longitudinal curriculum of training about equality, diversity and inclusivity for all staff, including broad based awareness and specialist topics like anti-discrimination and allyship in action, disability inclusion and training on how to create accessible teaching content to aid in awareness.
- Developing Employee Resource Groups to help foster a sense of belonging and inclusion to the workplace, empowering employees and helping them bring their whole self to work.



THEME 2

TALENT ATTRACTION

Our aim is to become an Employer of Choice, whereby Academics and professional staff seek our Institution out as the place that will enable them to succeed and thrive. We will achieve this by...

- Creating a global reputation, harnessing our global networks to enhance our employer brand with the use of modern platforms, social media and a flexible approach, acknowledging the needs of our different audiences to encourage applicants from a diverse range of backgrounds, as well as celebrating what makes us unique.
- Enhancing our recruitment process by introducing agile and competitive attraction + selection + onboarding techniques that attract and engage world class, diverse teams of people.
- Enhancing the capability and confidence of managers to help deliver an excellent candidate experience at every stage of the process.
- Incorporating our People Values and Behaviour framework into attraction channels, selection techniques, onboarding process, job descriptions, and role objectives.
- Working with our leadership teams to create strategic workforce plans, better job design and exploring ways to grow and develop our own talent through career progression pathways.



THEME 3

GROWTH AND DEVELOPMENT

Our aim is to create an environment in which staff and students thrive and are supported to continuously develop themselves and support the development of others. We will achieve this by...

- Implementing new staffing structures that include career pathways with transparent and accessible job descriptions, broad banded grades, and transparent salary bands ensuring the structure enables clear progression pathways
- Establishing a succession-planning framework aligned to Institutional and departmental strategies and the UCFB HE People Values and Behaviours.
- Reviewing and ensuring role design and key objectives are aligned to the Institutional strategy so that each person knows where they fit in the Institution, why their role is important and what is expected of them.
- Ensuring objectives are clear, fit-for-purpose and aligned to the Institutional goals, supported by regular 1-2-1's and coaching.
- Continuing to build on our Learning and Development programme for all staff covering core policies and ongoing continuing professional development, ensuring development opportunities reflect the broad skills required in a global institution.
- Giving our leaders – now and future – the confidence and support to excel through our future leaders programme and ongoing leadership training.
- Working hard to ensure that all staff have time available in their annual work cycle for self-development

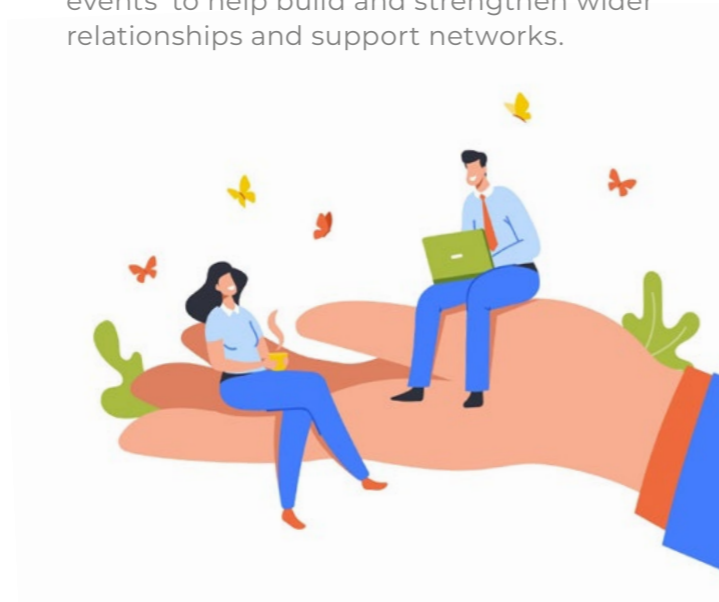


THEME 4

HEALTH AND WELLBEING

Our aim is to cultivate and nurture a community that looks out for each other and recognises the critical importance of individual health and wellbeing to our collective success. We will achieve this by...

- Building on our dedicated platform of information, advice and guidance to support and inspire positive mental and physical health ensuring content is current and accessible to all.
- Creating a positive work-life balance through an agile and flexible approach to working
- Providing a safe and secure working environment, that supports physical and psychological wellbeing.
- Encouraging regular 1-2-1's and conversations between line managers and teams about wellbeing, including introduction of a Wellness Action plan for anybody needing further support.
- Ensuring managers inspire a supportive culture through training, particularly on the wellbeing support available, related policies and procedures and knowing when to escalate concerns.
- Working with health and wellbeing specialists to help provide a proactive approach to health and wellbeing, that connects staff to high quality care and expertise.
- Introducing a selection of 'Networking staff events' to help build and strengthen wider relationships and support networks.



THEME 5

PERFORMANCE

Our aim is to create a high performance mindset by creating a culture of collaboration, innovation and creativity that enables our people to fulfil their potential and bring their best game every day. We will achieve this by...

- Reviewing and adjusting recruitment and promotion processes to ensure we have the right staff in the right roles at the right time.
- Placing both leadership skills and fit with our People Values and Behaviours at parity of importance with skills, technical experience and career experience needed for each role.
- Communicating the Institutional Strategy and Vision to ensure all staff are aware of how their role fits within this and how their performance supports the achievement of Institutional Strategy.
- Ensuring managers are equipped with training, tools and support to inspire high performance in their staff and have meaningful conversations with our people about expectations and Institutional goals.
- Embedding consistent multi-year personal development plans for all staff, aligned to current and future Institutional goals, that incorporate stretching yet achievable performance goals, properly supported through effective line management.
- Regularly managing individual performance through 1-2-1s and staff development to ensure objectives are achievable and achieved, in the knowledge that Institutional performance follows.



THEME 6

REWARD, RECOGNITION AND COMPENSATION

Our aim is to ensure our people feel valued with a transparent reward and recognition framework, aligned to market benchmarks, that recognises both contribution (what is achieved), and values and behaviours aligned with those of our Institution (how it is achieved). We will achieve this by...

- Continuously monitoring the market to ensure we remain competitive where possible in compensation, reward and benefits.
- Regularly reviewing our benefit and reward framework to ensure it is inclusive, offers flexibility and choice to suit diverse and changing needs and to enable the Institution to be agile and competitive in the external market.
- Rewarding and recognising high performance, including individual and team contributions that reinforce our People Values and Behaviours, and progress our Institutional objectives.
- Encourage the use of Perkbox for recognising peers, through training and awareness.
- Implementing transparent pay scales and clearly defined job roles across the institution.
- Annually analysing Gender Pay in order to understand any gaps and proactively work to reduce them.



HOW WE WILL MEASURE OUR SUCCESS

KEY PERFORMANCE INDICATORS

The following interventions will be delivered and monitored throughout the term of this strategy to measure our performance against our priorities and key performance indicators.

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- Bi-annual staff survey
- Long and short-term sickness absence levels
- Voluntary Turnover
- Performance Reviews and completion rates
- Onboarding and exit surveys
- Employee Engagement and pulse surveys



ACKNOWLEDGEMENTS

The engagement of our people in helping shape and develop this People Strategy has been both extensive and extremely valuable, resulting in a Strategy that is truly informed by our people. We are very grateful to everyone who has contributed:

- 2021 Staff survey – **189 individuals** responded, **1,678 responses** to questions provided, **97% staff agreement** to the themes proposed for the People Strategy
- 2-day ELT strategy away day, reviewing themes from the staff survey and setting foundations for the new People Strategy and the approach for its development
- Staff pulse survey about Values and Behaviours – **642 data points** and suggestions from **107 respondents**
- **4 face-to-face** and **1 online** staff workshops, **engaging a total of 68 individuals**, with discussions focusing on people values, EDI, wellbeing, ways of working, and staff advocacy for UCFB HE
- ELT engagement and endorsement of the Strategy
- UCFB HE Board review and approval to the Strategy



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