

# London Met People Strategy \_\_\_\_\_ 2023





## Lynn Dobbs

### Vice-Chancellor and Chief Executive London Metropolitan University

London Met's first People Strategy outlines our commitment to fostering a thriving and supportive community that prioritises ambition, pride, wellbeing, and inclusion. It aligns with our goal of making a significant contribution to our city while continuously improving our services for the benefit of our students.

We value our diverse and talented staff community. Creating an environment where everyone feels valued, supported, and empowered is our shared responsibility. This People Strategy outlines our commitment to realising this vision.

As an ambitious university, we are dedicated to inspiring our students and staff to dream big and achieve their goals. Through high standards, growth opportunities, collaboration, innovative teaching, and strong partnerships, we aim to foster a culture of excellence. Together, we will drive trust, ambition and pride throughout the University.

Inclusivity is fundamental to our values and central to our mission of providing a transformative education. We embrace and celebrate diversity, ensuring that everyone feels welcomed, respected, and supported. By promoting wellbeing and inclusion, we create an environment where individuals can thrive academically, socially, and emotionally.

We are focused on removing barriers, addressing inequalities, and fostering a sense of belonging for everyone in our community.

London Metropolitan University takes pride in its role as a contributor to our city's social, cultural, environmental, and economic development. We recognise our responsibility to make a positive impact and actively engage with our local and global communities. Our dedication to continuous improvement drives us to enhance the quality of our services and the educational experience we offer. This People Strategy is an essential part of our journey.

I invite every member of our University community to embrace the principles and objectives outlined in this People Strategy. By working together, supporting one another, and nurturing an environment that values and respects every individual, we will make an exceptional University even better.

A handwritten signature in black ink that reads "Lynn Dobbs". The signature is fluid and cursive.

**Professor Lynn Dobbs,**  
Vice-Chancellor and Chief Executive  
London Metropolitan University

# Foreword



**Chloe Milano**  
Executive Director  
of People

Our People Strategy has been developed to support the ‘Starting with our People’ strand of our strategic plan.

It responds to your feedback from staff surveys and other forms of employee engagement and is informed by our ambitious equality agenda.

Broader than a traditional Human Resources plan, it is a framework designed to drive organisational development by drawing together areas crucial to supporting and enabling people. These include approaches to EDI, communication, digital, estates and health and safety. Successful delivery of our strategy will enhance support for staff, students and all who interact with our University.

As members of London Met’s exceptional community, we all contribute to a culture and environment that allows our people to thrive.

Successful delivery of our strategy will enhance support for staff, students and all who interact with our University.

The five priorities we’ve set out will help us focus on areas that really matter in supporting this.

Our five priorities are:

1. Health and wellbeing
2. Inclusive culture, behaviour and values
3. Attracting and growing talent
4. Enabling talent and excellent performance
5. Reward and recognition

Across all priorities we will build upon and improve communication mechanisms to keep staff informed, celebrate success and highlight opportunities, resources and developments.

I encourage you all to consider these priorities and your role in ensuring we fulfil our commitment to putting our people at the heart of what we do.





# Introduction

**Located in one of the world's most exciting capital cities, London Met is home to a welcoming community of inspiring and determined learners, teachers and innovative thinkers.**

We pride ourselves on the education we provide to our students. This has been recognised in *The Times* and *Sunday Times Good University Guide 2023*, where we ranked ninth in the UK for our teaching quality.

Like the wider London community, our students, staff and graduates come from all kinds of backgrounds – some from round the corner, others from around the globe. Each and every one of them belongs here and uniquely contribute to our community and the city around them.

By 2025, London Met will have made an even more significant contribution to our city, socially, culturally, environmentally and economically. We will be recognised locally and internationally for our commitment to lasting social change and we have committed £150 million to create vibrant campuses with cutting-edge facilities.

Our outstanding body of talented, engaged, highly trained and experienced academics and professional staff are at the heart of our People Strategy – a framework that will guide our activities across the University and develop our organisation and the outstanding people that work within it.



# Our values

## London Met's values – ambitious, inclusive, collaborative and creative – are at the heart of what we do and the way we will approach delivery of our People Strategy.

### Ambitious

We set the highest standards in everything we do. We take responsibility and are held accountable for our actions and have the discipline and rigour to ensure continuous improvement. We are determined to succeed. This is demonstrated by:

- Identifying clear priorities for the University.
- Setting stretching objectives for teams and individuals and regularly monitoring progress and outcomes.
- Ensuring our people have access to the professional development tools required to achieve their objectives.

### Inclusive

We celebrate our diverse community; we see difference as a source of strength, and we challenge exclusionary and discriminatory practice. This is demonstrated by:

- Meeting relevant standards in relation to Equality Charter marks to facilitate diversity and inclusivity in our staff community.
- Working proactively to address systemic discrimination and bias.
- Leadership and line management role modelling of inclusive behaviours.



### Collaborative

We work in partnership with our students, staff, alumni, institutions, communities, employers and educational providers across the globe to make a lasting difference. This is demonstrated by:

- Using co-creation and participatory approaches in the development of initiatives.
- Engaging with staff about the future strategic direction and approaches adopted by the University.
- Proactively seeking opportunities to work with external partners to facilitate our strategic aims.

### Creative

We generate new ideas and opportunities. We put them into practice, and we are innovative in finding new ways to advance knowledge and address global problems. These are demonstrated by:

- Cultivating an environment where diversity of ideas and constructive challenge is welcomed, heard and respected.
- Supporting staff when taking risks to foster creativity in how we approach our people ambitions.
- Partnership working with diverse groups to find new ways to advance knowledge and address specific issues.





**Ambitious, inclusive, collaborative and creative**



Creating a sense of identity and belonging for staff and students

# People strategy

**We believe the delivery and embedding of an inclusive organisational culture is the responsibility of all of us as at London Met. Our aim is to nurture our people in a supportive working environment that places wellbeing at the heart of everything we do.**

We have set out five priority areas to support our strategic plan. These focus on enabling and empowering our people to achieve their potential within a safe and inclusive environment that supports mental and physical wellbeing and drives confidence, ambition and pride across our institution.

1. Health and wellbeing
2. Inclusive culture, behaviour and values
3. Attracting and growing talent
4. Enabling talent and excellent performance
5. Reward and recognition

These areas will be supported by a comprehensive action plan which will evolve over time and ensure we measure our responsiveness to these priorities over the lifetime of our organisational strategy.

The priorities are shaped by and will continue to evolve according to our strategic plan, feedback from our staff surveys, other forms of internal engagement and research.



# 1. Health and wellbeing



**We recognise how important it is to ensure our people can bring their whole selves to work and function at their best. Supporting the health and wellbeing of our people, recognising the value of practising self-care, showing kindness and managing compassionately is therefore our highest priority.**

**At London Met this means:**

**A wellbeing action plan**

To draw together, build upon and publicise the initiatives, support mechanisms and resources available to staff to promote:

1. Physical and mental health
2. Financial wellbeing
3. Work-life balance
4. Working environment
5. Learning and development

Focus will be on identifying the sources of poor wellbeing and work-based stress and working to address key contributing factors.

**Leadership role modelling**

Leaders and managers demonstrate proactive consideration of safety and their own health. They are mindful of the factors contributing to work-related stress, relieving these routinely where possible and respond supportively to different personal circumstances and requests.

**Workload management**

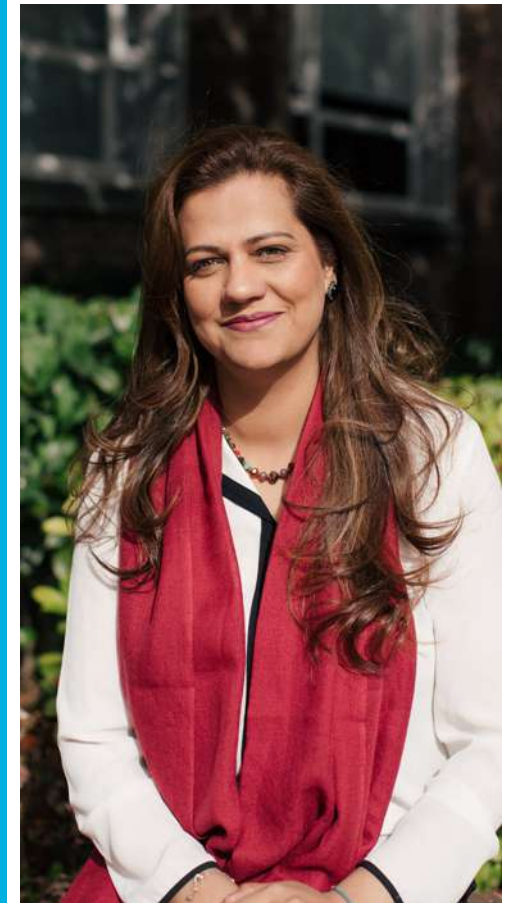
To remove bureaucracy and improve process efficiency. We will continuously review approaches to workload for all staff groups, encouraging collaborative discussion to inform prioritisation and ensure workloads are manageable and allow time for personal development. We will use data to identify and respond to trends that suggest workload and development opportunities are not being allocated equitably

**A flexible working culture**

Flexible working and associated policies are actively promoted from recruitment, throughout the employee lifecycle, encouraging good management application.

**A proactive safety culture**

Promoting a safe environment for our community. Leaders and managers own and ensure effective communication on safety matters. Health and Safety roles will develop to ensure adequate emergency preparedness.





# 2. Inclusive culture, behaviour and values



London Met is proud to be one of the most diverse, socially inclusive and transformative universities in the UK. Addressing inequality and social justice sits at the heart of our mission. Ensuring an inclusive culture is the responsibility of all members of our community.

At London Met this means:

**Meeting relevant Equality Charter Mark standards**

Meeting standards such as Athena SWAN, the Race Equality Charter, Stonewall and Disability Confident to facilitate diversity in our staff community will ensure everyone at London Met is valued and included.

**Sector leading (and beyond) people policy development**

Which embeds EDI within our recruitment, pay and reward, progression and development, research, enterprise and teaching activities.

**Ensuring our community is protected from bullying, harassment and sexual misconduct**

We will make clear in policy, guidance and communication the right to disclose unacceptable behaviour experienced while working, studying or participating in activities at the University.

**Partnership working with recognised unions and staff networks**

Ensure that the diverse perspectives of the University community feed and influence our decision-making.

**A coaching culture**

We will equip our people with coaching skills to cultivate active listening and inclusive behaviours.

**Enhancing Access**

We proactively seek through our strategies and action plans to tackle systemic barriers and replace them with structural and cultural change.



# 3.

## Attracting and growing talent



**Attracting and retaining our outstanding community of people is a key component of our people strategy. Recruiting high quality staff with relevant expertise, shared values and strong leadership and management skills works in support of our other four priorities.**

**At London Met this means:**

**Building a distinctive employer brand**  
We will demonstrate via our online presence that we are an employer of choice, showcasing our appeal to attract diverse, values-driven candidates.

**Enhancing our recruitment technology via our Digital First strategy**  
We will ensure we meet our organisational needs to provide a fair and inclusive candidate experience.

**Outstanding recruitment and selection practices**  
We will ensure our adverts and job descriptions reflect our values and speak to our ambitions on equity and inclusion, to attract candidates with shared values and expertise. We will provide inclusive behaviours training for hiring managers to address inequitable practices.

**Enhancing our welcome and induction experience**  
We will include clear objective setting in support of the University's goals, with links to reward mechanisms.

**Proactive talent search**  
We will prioritise sourcing a diverse candidate pool and taking positive action to deliver a representative workforce.

**Growing talent**  
We will actively seek to develop our people across staff groups and within academic and professional services career paths, including engaging with our student, graduate and local communities.





# 4.

## Enabling talent and excellent performance



**Enabling talent and excellent performance focuses on developing and empowering staff by providing an environment, systems and culture that supports individual growth, while strengthening the organisation for the future.**

**At London Met this means:**

**Systems enhancement**

Our Digital First strategy focuses on improving our digital systems (including our recruitment/HR/payroll systems) to enable better performance and engagement, data reporting, compliance, connectivity, enhanced self-service and the removal of unnecessary process steps and duplication.

**New ways of working policy and guidance**

We will enable hybrid and agile working to be carried out at the place and time that best achieves the desired outcomes, allowing the organisation to work in a responsive and collaborative way.

**Enhancing leadership and management capability**

Our responsive policy and learning and development will focus on identifying specific needs and targeted support for key roles and groups, such as those with leadership and line management responsibility with influence over large groups in our community.

**Agile governance**

We will ensure structures, meetings and terms of reference are fit for purpose, roles and responsibilities are transparent and duplication of effort is minimised. Our meetings will enable focus on core work and delivery against objectives.

**Strategic planning**

We will continue to take a strategic approach to workforce planning, where key roles, skills gaps and risk are identified, and data informs resourcing decisions. Key aspects include talent management and succession planning, increased efforts to encourage proactive line management, facilitate internal mobility and to ensure greater diversity in recruitment.

**Enhancing compliance**

We will enhance compliance in relation to key policy and process such as mandatory training, probation and appraisal.

**Academic and professional services partnership working**

To enhance performance, workload management and cultivate positive working relationships.



# 5. Reward and recognition



We are committed to rewarding and recognising our staff for excellent performance and the embodiment of London Met values.

At London Met this means:

**Clear frameworks to guide discussion around development and performance**

We set clear expectations in support of the University’s goals linking to reward mechanisms.

**Reward and recognition mechanisms**

To deliver consistency and fairness across grades and staff groups that recognise exceptional contribution.

**Competitive pay**

We will ensure our pay remains competitive by continuous review monitoring benchmarks.

**Reducing our pay gaps**

Through improved understanding, reporting and proactive work.

**Motivational rewards (both pay and non-pay)**

Informed by performance and the embodiment of University values.

**A flexible benefits package**

Recognising the diversity of staff needs and motivations.

Across all priorities, building upon and improving communication mechanisms is an important focus to boost staff engagement by keeping our community informed, showcasing our impactful work, successes and highlighting opportunities, resources and developments.





# Measuring our success

**Key performance indicators, outlined as twelve targets within London Met's strategic plan act as measures of the success of the people strategy.**

Within these, the following targets are directly linked to the effectiveness of the people strategy:

Our aims are that by 2030:

1. Over three-quarters of our staff will recommend London Met as a good place to work
2. We will have been awarded Athena SWAN Silver
3. We will have been awarded Race Equality Bronze
4. We will be in the top 25% of the Stonewall Index
5. We will be a Disability Confident Leader
6. All our staff will be digitally competent, based on a defined standard by 2025



Underlying this, a set of HR metrics to include, sickness absence, turnover, diversity, recruitment metrics, uptake of training, internal promotions and progression will act as indicators of levels of employee engagement and, provide us with important information as to where to focus our efforts to enhance organisational performance and staff satisfaction.







[londonmet.ac.uk](http://londonmet.ac.uk)  
+44 (0)20 7133 4200

   @LondonMetUni  
 /LondonMetUniversity

As one of the leading universities in the country for carbon reduction, we're continuing our commitment to environmental sustainability by printing this guide on paper from sustainable sources

Designed by TurnbullGrey

# London Met People Strategy \_\_\_\_\_ 2023