



St Mary's University

Learning and People Development Strategy

2024-2030



STRATEGIC OVERVIEW

St Mary's Learning and People Development Strategy underpins the continued realisation of the University **Vision 2030** and is a key contributor to our continued growth and ambition. With a particular view towards achieving our *Developing our People* Vision 2030 pillar, this strategy ensures an inclusive, growth-oriented and supportive environment that empowers all staff to reach their full potential, reflecting our commitment to Excellence, Inclusiveness, Respect, and Generosity of Spirit. This strategy focuses on fostering a workforce equipped to meet the demands of higher education, ensuring long-term sustainability, and academic excellence and student success.

We recognise that attracting and retaining top talent requires continuous investment in staff development. Based on insights from our 2023 Staff Engagement Survey, it is clear that offering accessible learning and development opportunities is crucial to fostering an engaged and motivated workforce. With this in mind, our strategy aims to expand the current Learning and Professional Development (L&PD) offerings.

Further, effective leadership and management are at the heart of any successful organisation, and we are committed to enhancing the development of our leaders and managers to cultivate a happy and well-guided workforce.

We also remain dedicated to ensuring that development opportunities are accessible to all employees, regardless of race, gender, ethnicity, or disability. In the same breath, we recognise the need for targeted support for underrepresented groups. In line with this, we are committed to contributing to greater equality, diversity and inclusion by offering tailored training and development opportunities to these groups.



DEVELOPMENT AREAS

To achieve the Learning and People Development Strategy, three areas of development will be focused on: the **individual**, **management and leadership** and **organisation**.



INDIVIDUAL DEVELOPMENT

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We will continue to offer a robust suite of personal development programmes and initiatives, from Apprenticeships to behavioural programmes. Through these learning initiatives, staff will develop skills that support both their professional and personal growth, aligning with Vision 2030's commitment to nurturing an inclusive and supportive community.

Apprenticeships: Increase the scale and breadth of Staff Apprenticeships on offer. **2024-30**

Qualification Funding: Continue to offer funding towards qualifications for staff to enhance their expertise and improve career progression. **2024-30**

Mentoring:

- Continue to offer mentoring training for staff **2024-30**
- Relaunch the University Mentoring Scheme to provide support for staff in their professional development and career progression **2024**

Personal and Professional Development Programme (P&PDP):

- Launch the P&PDP, aimed at providing junior employees with foundations to enhance their skills, develop new competencies, and achieve their career goals. **2025**
- Refine and increase the scale of the P&PDP. **2025-30**

Appraisal Training: Continue to provide Appraisal training for staff to ensure effective performance evaluations and identification of professional development and growth areas. **2024-30**

Behavioural training: Continue to provide workshops, webinars and e-learning to support skill development. **2024-30**

Training Needs Analysis (TNA)

- Conduct a university-wide TNA to identify specific skills gaps and learning priorities across the University.
- Design and deliver tailored training initiatives following analysis of TNAs.

2024

2025-30

Measures of Impact:

- Apprenticeships completions
- Number of mentors
- Number of mentoring relationships
- Number of qualifications funded
- Number of delegates on training programmes

MANAGEMENT & LEADERSHIP DEVELOPMENT

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We will diversify our management and leadership training to support the creation of leaders who reflect our values and can deliver excellence throughout the University. By providing targeted programmes, we will ensure our future leaders are prepared for the demands of higher education in 2030.

Appraisal Training for Managers: Continue to provide Appraisal training for Managers to ensure effective performance evaluations and constructive feedback.

2024-30

Managers' Induction: Continue the provision of Managers' Induction to ensure new managers are well-equipped with the knowledge, tools, and resources necessary to effectively manage their teams.

2024-30

Management Development Programme: Launch our Management Development Programme to develop the skills, knowledge, and competencies necessary for our staff to effectively lead and manage teams and projects.

2024-30

Diversifying Leadership: Continue to offer the Diversifying Leadership Programme to support early-career academics and professional services staff from Black, Asian, and minority ethnic backgrounds who are about to take their first steps into a leadership role.

2025-30

Feedback: Establish a culture of open communication and continuous feedback, with an aim of introducing 360° feedback by 2030.

2025-30

Measures of Impact:

- Number of participants on training programmes
- Relevance of programmes to delegates' work captured through post-training surveys
- Increase in number of completed appraisals

ORGANISATIONAL DEVELOPMENT

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We aim to create an environment that fosters growth at every level. By providing our staff with the tools and opportunities they need to succeed, we will ensure that St Mary's University thrives as an institution.

Welcome to St Mary's Induction: Continue to deliver and refine the Induction event for new staff members to ensure a smooth onboarding experience, clear understanding of our culture, and alignment with the University's goals.

2024-30

SMILE: Continue to promote the use of SMILE as a collaborative tool for use across St Mary's University:

2024-30

- broaden the eLearning course content to meet the learning needs of the organisation
- engage with departments and teams throughout the University to encourage collaborative learning.
- introduce personalised elearning templates for use across the University

Essential Training: Ensure that all staff are equipped with up-to-date knowledge on mandatory lessons. We will regularly review and update the content to reflect the latest regulatory requirements and organisation needs.

2024-30

Safeguarding Training: Continue to deliver safeguarding training for our Lead and Designated Safeguarding Officers to ensure they remain equipped with the latest knowledge, skills, and best practices needed to protect the safety and well-being of our students and staff.

2024-30

Bespoke Training: Continue and increase tailored, bespoke training sessions to departments and teams, ensuring that their specific learning and development needs are addressed.

2025-30

Coaching: Train leaders and managers in coaching-based approaches to empower them to develop and lead their teams effectively.

2026-30

Race Equality Charter: Uphold the University's commitment to advancing racial equality by implementing targeted development initiatives for staff of ethnic minority backgrounds.

2024-30

Athena Swan: Support our commitment to gender equality by continuing to implement initiatives aligned with the Athena Swan Charter. This includes providing targeted support and development opportunities for women in leadership and addressing any barriers to career progression.

2024-30

Engagement Survey: Continue to monitor staff engagement and feedback with engagement and pulse surveys, ensuring that employee voice is prioritised. Action plans will be put in place following each survey.

2024-30

SM4U: Continue to hold regular SM4U events showcasing the benefits and wellbeing support offered by the University.

Wellbeing: Continue to implement staff wellbeing initiatives to improve health and wellbeing.

2024-30

Workforce Planning: Develop and implement comprehensive workforce planning strategies to ensure that the University's staffing needs are met both now and in the future.

2025-30

Career progression pathways: Develop clear and accessible career progression pathways for all staff members.

2025-30

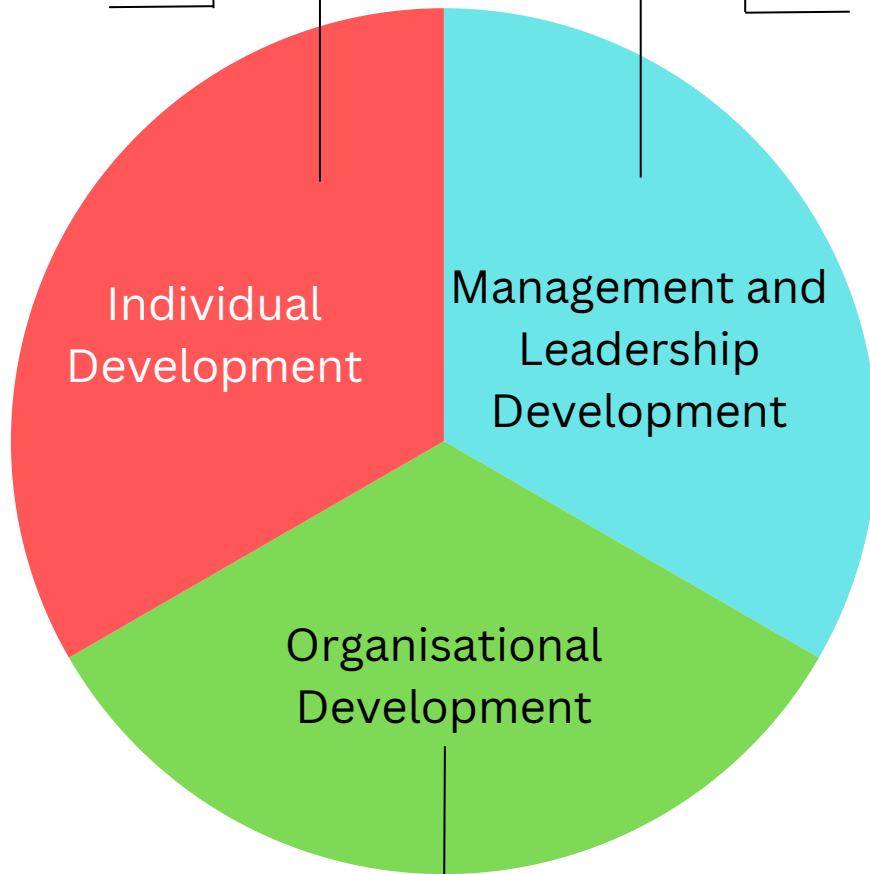
Measures of Impact:

- Number of participants on training programmes
- Evaluation of skills through surveys
- Usage on SMILE
- Engagement scores
- Engagement survey participation



- Staff Apprenticeships
- Qualification Funding
- Mentoring
- Personal and Professional Development Programme
- Appraisal Training

- Appraisal Training for Managers
- Managers' Induction
- Management Development Programme
- Diversifying Leadership
- 360 Feedback



- Welcome to St Mary's Induction
- SMILE
- Essential Training
- Safeguarding Training
- Bespoke Training
- Coaching

- Race Equality Charter
- Athena Swan
- Engagement Survey
- SM4U
- Wellbeing
- Workforce Planning
- Career Progression Pathways