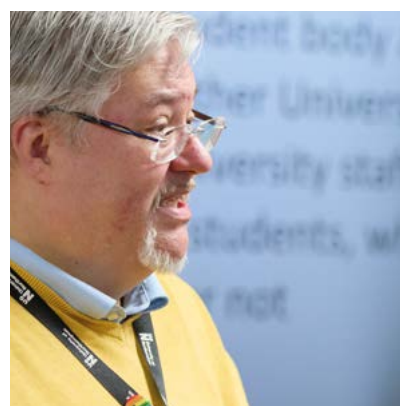


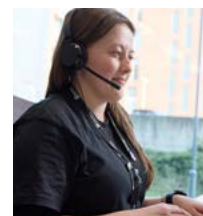
# People Strategy 2025-2029



**University of  
Northampton**

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# Introduction

**In an era defined by rapid change and complexity, people remain the most vital asset of any organisation.**

A well-crafted People Strategy is essential for aligning the goals of the organisation with the aspirations, talents and wellbeing of its workforce.

This strategy not only addresses present challenges but also anticipates future opportunities, fostering an adaptable, innovative and resilient organisation.

Our People Strategy serves as a roadmap to attract, develop and retain exceptional individuals by creating an environment where they can thrive. It is rooted in the principles of collaboration, inclusivity and empowerment, ensuring that every employee feels valued and motivated to contribute their best. By fostering a culture of learning and growth, the strategy helps unlock the potential of individuals and teams, driving sustainable success.

Moreover, this strategy recognises the importance of building strong connections, both within the University and in the broader community. By investing in people, we aim to cultivate leaders, inspire creativity and nurture relationships that enhance engagement and performance. Together, these elements create a workplace where every individual can flourish and collectively achieve greater outcomes.

As we move forward, this People Strategy will serve as a cornerstone for addressing evolving workforce needs, embracing diversity and cultivating a shared vision for success. By putting people at the heart of our priorities at the University of Northampton, we will create lasting value for both the organisation and its employees.

**Professor Anne-Marie Kilday**  
**Vice Chancellor**







# Foreword

**Our People Strategy has been developed to support the ‘Our Staff’ strand of the University’s 2023-27 Strategy.**

It is the product of extensive consultation with colleagues across the University and is informed by other feedback sources, including the staff engagement survey carried out in March and April 2024.

Our People Strategy goes beyond a conventional Human Resources Plan. It serves as a comprehensive framework aimed at attracting, supporting and retaining our talented staff by fostering an inclusive community, enhancing collegiality and prioritising exemplary staff health and wellbeing. We recognise the importance of culture and understand that an environment enabling our staff to perform at their best is crucial. We are dedicated to listening and collaborating to achieve this.

**The five themes we have set out provide a focus for delivering the people elements of the University strategy. What this means in practice is set out in more detail later in this document and will form the basis of regularly reviewed and updated action plans.**

**These themes are:**

<b>Organisational Excellence</b>	<b>Attracting and Developing Talent</b>	<b>Inclusivity and Belonging</b>	<b>Recognition and Reward</b>	<b>Health and Wellbeing</b>



This strategy has been endorsed by the University Leadership Team and the Board of Governors. Arrangements for the governance of the People Strategy are set out later in this document.

Our ambition is to co-create an experience that helps you to be your best, whatever that looks like for you. When you are at your best, you can deliver your best, leading to better outcomes for everyone, including our students.

By embracing these themes you will play a part in ensuring we fulfil our commitment to putting our people first.

**Becky Bradshaw**  
**Deputy Vice Chancellor**  
**& Chief Operating Officer**



# About the University of Northampton

The University of Northampton's Strategy 2023-2027 defines its mission to "support aspiration, create opportunities, deliver impact".

This mission is grounded in four core values:

## Inclusivity

Fostering a diverse and inclusive community built on respect and fairness.

## Aspiration

Encouraging excellence and supporting the ambitions of staff, students and stakeholders.

## Sustainability

Committing to a net-zero carbon future and driving positive environmental and societal impact.

## Trust

Strengthening relationships through respect, transparency, reliability and shared purpose.

The strategy identifies four key priorities:

- **Our Staff**  
Developing a People Strategy to attract, engage and retain talent while fostering a culture of excellence and wellbeing.
- **Our Students' Experience**  
Enhancing student success through collaboration, inclusivity and holistic wellbeing support.
- **Learning and Teaching**  
Promoting active learning, digital innovation and interdisciplinary education to equip students with valuable skills.
- **Research**  
Advancing a research-driven institution that addresses local, national and global challenges, delivering real-world impact.

At the heart of this strategy is **Social Impact**, ensuring the University empowers students and staff as **socially conscious agents of positive change** addressing global issues.

The strategy is built on three key foundations:

- **Our Campus, Place and Communities**  
Strengthening Waterside Campus as a dynamic learning hub and deepening engagement with local businesses and government.
- **How We Work**  
Modernising systems and processes to enhance efficiency and align with strategic priorities.
- **Funding and Resourcing**  
Ensuring sustainable investment in staff, infrastructure and institutional growth.

**This comprehensive strategy underscores the University's ambition to not only educate but also drive meaningful societal change.**

# The People Strategy

**A strong People Strategy is central to realising the University's strategic ambitions. Staff are fundamental to the University's success, embodying its values and driving its impact. As such, the People Strategy is not a standalone initiative—it is integrated across all aspects of the University's mission and supports life at work for all colleagues regardless of contract type.**

In 2024, the University conducted a staff survey to understand how best to support and enable its workforce. Insights from the survey, alongside focus groups and contributions from a cross-institution People Strategy Working Group, shaped the initiatives within this strategy. Key areas identified for improvement include:

- Leadership and management culture
- Communication and visibility of the strategy
- Equality of opportunity
- A stronger culture and practical consideration of wellbeing.

This People Strategy seeks to address these areas while sustaining and enhancing what already works well.

By embedding the People Strategy into the University's wider vision, we reaffirm our commitment to developing a thriving, inclusive and high-performing community – where staff feel valued, supported and empowered to make a lasting impact.

We want colleagues to be proud to work at the University of Northampton and know that the University is proud of them. We will showcase excellence and success and provide opportunities for development. These aims are underpinned by commitments from the University.

They are:

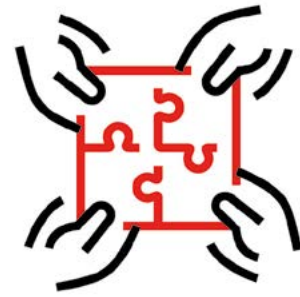
- Doing the right thing and being fair and equitable in our approach
- Being ambitious, exploring new directions, responding to feedback and evolving to meet changing circumstances
- Being impact focussed, using data to give us insights to inform decision making
- Demonstrating accountability for our decisions, being honest about our mistakes and learning from our experiences
- Valuing a strong staff voice.

We have formed a People Strategy Board which meets regularly and will recommend action plans and projects which deliver the strategy, monitor progress, adjust priorities and communicate outcomes.

The work of the Board will be transparent and responsive to the staff community and will be communicated regularly through all-staff updates. All initiatives related to staff will be reviewed and monitored by the Board, to ensure these initiatives are coordinated, properly prioritised and have positive impacts for our staff. The People Strategy Board will work alongside other sub-strategies, and other internal structures and frameworks, to enable a consistent and joined-up approach to the staff experience.

**Human Resources and Staff Development units are central to the delivery of this strategy and the activities of these departments and teams will explicitly align to the aims of the People Strategy.**

# Themes and Commitments



## Organisational Excellence

We will be an organisation that seeks excellence in all our activities. We will earn the goodwill and trust of all our stakeholders and will be a place you are proud to work.



## Attracting and Developing Talent

We will become an employer of choice that attracts new talented people and prioritises personal and professional development for our existing talented staff.

## Health and Wellbeing

We will build and maintain a safe and healthy environment that enables you to work at your best.



## Inclusivity and Belonging

We want you to feel you belong, that you matter, and that you can bring your whole self to work.



## Recognition and Reward

We will provide appropriate recognition and reward for your contribution and embodiment of the University values.





# Health and Wellbeing



Wellbeing goes beyond physical health to include all aspects of wellbeing: mental, emotional and financial. It is the foundation for balancing work and life responsibilities, being able to connect with your work, and ultimately to be able to make a positive impact.

**We will build and maintain a safe and healthy environment that enables you to work at your best.**

In consultation on this theme, colleagues have asked for easy access to support resources, intuitive systems, provision of safe spaces for honest two-way conversations, a fair and balanced workload, and trust from and for colleagues.



## What you will see

- **A health and wellbeing action plan**

We will promote and enhance the initiatives and resources available to staff to improve wellbeing across a broad range of areas including physical and mental health, financial wellbeing and work-life balance, and maintain a safe and healthy working environment. In line with the Estate Development Framework, we will create spaces and practices that encourage wellbeing such as the Active Campus commitment, on-campus Early Years childcare and improved sports facilities for staff.

- **Workload management**

We will monitor approaches to workload for all staff groups to ensure that workloads are manageable and allow time for personal development. We will monitor data to identify and address areas where workload may be contributing to health issues and not be distributed equitably.

- **Leadership role modelling**

Leaders and managers will be encouraged and supported to demonstrate consideration of health and wellbeing in their own behaviours. We will also develop support for managers and colleagues to have better, more supportive conversations.

- **Smarter Working**

We will build on the work we have done around new ways of working, to give as many staff as possible the opportunity to be more flexible, blending locations and working times according to the work being carried out.

- **A proactive safety culture**

We will promote a safe physical and cultural working environment, in which colleagues understand that it is safe to call out bullying, harassment and sexual misconduct and that such behaviours will not be tolerated. We will work together with experts and partners to foster a culture of proactive candour in which personal boundaries are communicated and respected.

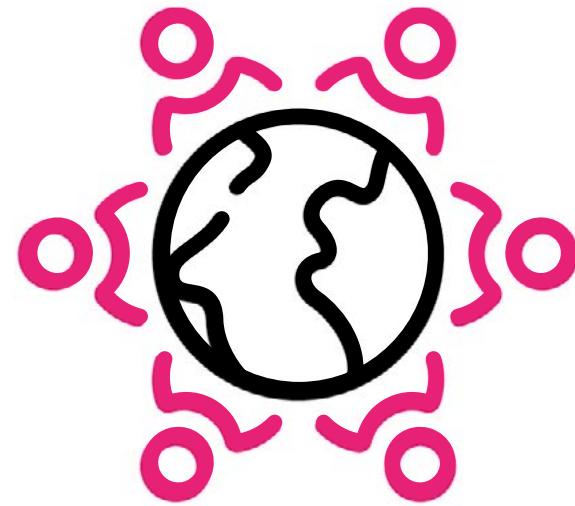
- **Work to attain the Mental Health Charter**

The University will work on the Staff Wellbeing and Staff Development strands of the charter to ensure we are demonstrating best practice and achieving positive mental health outcomes for our staff.

**The University's commitment to staff wellbeing directly aligns with its broader goal of creating a positive and inclusive working and learning environment.**

By promoting mental, emotional and financial wellbeing, monitoring workload management and fostering a culture of trust and transparency, the People Strategy supports the University's ambition to enhance staff and student experiences. The focus on safe spaces, proactive safety culture and flexible working ensures that staff feel supported, enabling them to perform at their best, which in turn enriches the student experience and contributes to a healthier, more engaged community.

# Inclusivity and Belonging



We want to ensure the staff experience is marked by respect, dignity and equity. We see this in the work to close the gender and ethnicity pay gaps, improve accessibility of both our physical and digital estate, initiate the creation and observance of inclusivity statements and include the widest possible diversity of groups in decision-making at all levels.

We will champion the concepts of allyship and active bystanding, and be clear about what is unacceptable whilst protecting the individual rights for staff to be themselves.

**We want you to feel that you belong, that you matter, and that you can bring your whole self to work.**

In consultation on this theme, colleagues have asked for an equity, diversity and inclusion (EDI) lens on all we do, support of awareness and enhanced EDI practice through training and development, fairness in our systems, ways of working and processes, and a focus on positive outcomes for all. This was a particular area of focus from the staff survey, in which many colleagues felt the University could be better at encouraging equality of outcomes for its staff.



## What you will see

- Building trust**  
 We will encourage a culture of trust by demonstrating transparency, commitment and openness.
- Fostering a sense of belonging**  
 The University will carry forward the work of the Belonging Project and consider its recommendations and approaches in all staff initiatives. We will undertake a Respect and Dignity Campaign to encourage a university culture where all can feel safe, valued and included. We will encourage open and visible commitments to impactful allyship and equip staff with the skills and confidence to recognise and address incidents of discrimination.
- Supporting a coaching culture**  
 We will equip our people with coaching skills to support inclusive behaviours. We will support an environment where curiosity and constructive challenge are encouraged and expected.
- Collaborative working with Trade Unions, Staff Networks and other groups including our local community**  
 We will work in partnership to ensure that the diverse perspectives of all stakeholders are considered in our policies, practices and decisions. We will identify external frameworks and awards, such as the Race Equality Charter and Stonewall Employer Index, that help us to achieve and recognise better outcomes for our staff and do the impactful work to deserve those awards and designations.
- Partnership working between academic and professional services staff**  
 We will work as one University, taking advantage of opportunities for academic and professional services staff to work together to address the opportunities and challenges ahead.
- EDI on the agenda at all key meetings**  
 We will ensure that equality impacts are considered and accounted for before decisions are taken. We will commit to proactive consideration of EDI issues at all key meetings, including meetings of the People Strategy Board.
- Innovative approaches to resourcing which encourage increased diversity of our internal and external candidates**  
 We will utilise internal and external networks which encourage a wider diversity of recruitment candidates and build the capability of shortlisting and interview panels to recognise and work against the effect of implicit bias at each stage of the recruitment process.
- Targeted, team-based and impact-focussed EDI training**  
 We will provide training opportunities that are suited to the needs of various teams across the University. Training interventions will be backed up by action plans and managers will be supported in carrying forward these commitments. Where training is mandatory, we will follow through to ensure compliance.

**Our focus on EDI is essential to fulfilling the University's core value of Inclusivity and its ambition to deliver meaningful social impact.** Initiatives such as closing pay gaps, improving accessibility, embedding EDI in decision-making and promoting allyship align with the University's mission to create opportunities for all. By fostering a sense of belonging and ensuring diverse perspectives are considered in policy and practice, this stream actively supports the University's broader efforts to drive social change and empower marginalised communities.



# Attracting and Developing Talent



To meet current challenges and seize future opportunities, we must be creative and flexible in attracting and retaining skilled staff. We must also provide support for continuous personal and professional development which aligns colleagues' growth with the University's strategic and operational goals.

**We will become an employer of choice that attracts new talented people and prioritises personal and professional development for our existing talented staff.**

In consultation on this theme, colleagues have asked for clear pathways of progression, a culture of learning where learning new skills and attaining knowledge is valued, improved experience for those new to the University, joined up recruitment and induction processes, and more varied opportunities for development with time to engage with these opportunities. In conjunction with the Inclusion and Belonging stream, we will improve progression for those in underrepresented groups.

## What you will see

- **An integrated approach to succession planning and talent management**

We will ensure we build and support skills and experiences that not only enhance prospects for internal promotion but also contribute to the long-term retention of talented staff. By fostering a culture of growth, inclusivity and opportunity, we will work with colleagues to identify when and what kind of development would be most valuable to support their plans and ambitions. Particular focus will be given to ensuring that staff from marginalised and underrepresented groups have given equitable access to progression pathways, addressing barriers to career development. Career paths in learning and teaching, research, leadership and professional services will be clearly defined, actively supported at every transition point and

aligned with institutional priorities to ensure all staff feel valued, engaged and motivated to build their careers.

- **Building a distinctive and authentic employer brand, founded on our core values**

Candidates will be compelled and excited by our strategic commitments. We will foster and present an attractive place to work in which our mission and values are clear.

- **Enhancing recruitment, selection and onboarding practices, underpinned by technology, to deliver an excellent candidate experience at each stage of the process**

We will take advantage of new technologies and approaches to accessibility to continuously improve the candidate experience.

- **Staff skills and knowledge development**

We will develop and implement a targeted learning and development framework, aligned with our strategic priorities, and supported by regular individual career conversations and team-based approaches. We will work to build time to engage with development opportunities at all levels and in all roles.

- **Making engagement with development, learning and training clearer and more relevant**

We will work with stakeholders across the University to provide training and development solutions that are clearly linked to colleagues' work and aspirations. We will develop training and development support that enables all staff to achieve their career goals and to progress.

- **Strategic use of the Apprenticeship Levy and development of a student-to-staff employment pipeline**

We will maximise the Apprenticeship Levy to support both early career entry and the upskilling of our existing workforce. By creating structured pathways from student roles into substantive employment, we will enhance talent retention, improve workforce diversity and build a sustainable pipeline of skilled colleagues ready to contribute to the University's mission.



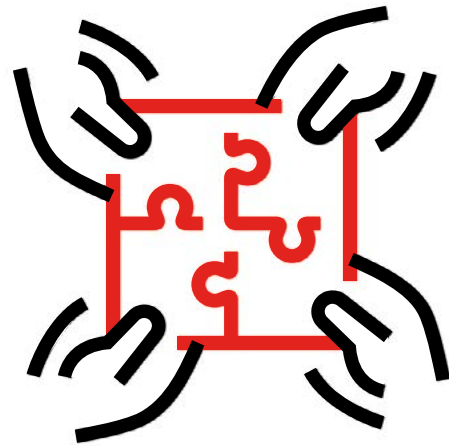
**Attracting and developing high-quality staff is essential to delivering excellence in learning, teaching and research, as well as ensuring the University operates effectively.**

Our focus on succession planning, skills development and recruitment enhancements supports the University's strategic ambition to equip staff with the expertise needed to drive innovation, enhance student outcomes and deliver impactful research. At the same time, strong professional and support services are integral to supporting this academic mission, and the strategy ensures that all staff – whether in teaching, research, or professional roles – have opportunities to develop their skills and contribute meaningfully to the University's success. By fostering collaboration across disciplines and departments, this stream ensures that the University remains a dynamic and forward-thinking institution.





# Organisational Excellence



We will strive to excel in the core activities of leadership, teaching and learning, service, and research and knowledge exchange to fulfil our mission, enhance our reputation, and contribute to our communities, students and wider society. While we have structures and plans in place, none of this is possible without supporting the staff who ensure this is possible.

**We will be an organisation that seeks excellence in all our activities. We will earn the goodwill and trust of all our stakeholders and will be a place you are proud to work within.**

In consultation on this theme, colleagues have asked for clear criteria for excellence which makes room for all levels of contribution, a link to existing processes like the Performance and Development Review, consistent and fair approaches to performance and the building of a supportive management culture. The staff survey indicates that staff would benefit from a community of managers skilled in communication and leadership skills, and so excellence in management capability is seen as key to our organisational excellence.

## What you will see

- **Systems and process enhancements to improve performance, reduce repetitive and tedious work and create more user-friendly interfaces**

We will build on the Digital and Data Strategy to deliver people-focused systems and interfaces, and support the skills and knowledge needed to get the most out of those systems. Working with the Joint Information Systems Committee (JISC) Digital Capabilities Framework, we will support colleagues' digital literacy and fluency. We will seek to eliminate duplication of effort and efficiency by embracing the principles of organisational development and good project management. Central to this approach

will be fostering a culture of continuous improvement, where staff at all levels are empowered and enabled to challenge existing processes, identify inefficiencies and contribute ideas for smarter, more effective ways of working.

- **Support for data driven decision making**

We will ensure we are asking the right questions and that useful and accurate data is collected in the least disruptive methods possible. We will ensure data informs all major decisions with a clear reporting schedule to ensure that we are seeing the positive impacts we expect and detecting negative impacts in a timely way.

- **Enhancing Leadership and Management capability**

We will work with our community of managers and leaders to ensure they are skilled in a service model of leadership, in which they encourage the development of new skills, allow for appropriate autonomy and are able to authentically articulate the aims and demonstrate the values of the University to the people they support.

- **360 degree Senior Leadership feedback**

Introduce regular 360 degree feedback for members of the University Leadership Team, providing staff with a structured opportunity to offer constructive feedback on leadership effectiveness, communication and support. This will help foster a culture of openness, responsiveness and ongoing leadership development, ensuring that senior managers are engaged with the needs and experiences of their directorates and faculties while upholding the highest standards of leadership across the University.

- **Enhancing compliance/governance**

We will ensure you understand and adhere to the regulatory and statutory requirements of the Higher Education sector and what this means for your practices. We will encourage a culture of constructive challenge and rigorously examined standards which value high-quality and best impact.

- **Fostering a culture of service and accountability at all levels**

We will adopt a user-centred approach and hold ourselves accountable for delivering high-quality, inclusive experiences. Through targeted support, training and development, we will empower our people to take ownership of their impact. We will also initiate cultural transformation projects that improve the experiences of our colleagues, students and partners, ensuring that responsibility for change is shared and sustained across the organisation.

- **Best practice benchmarking**

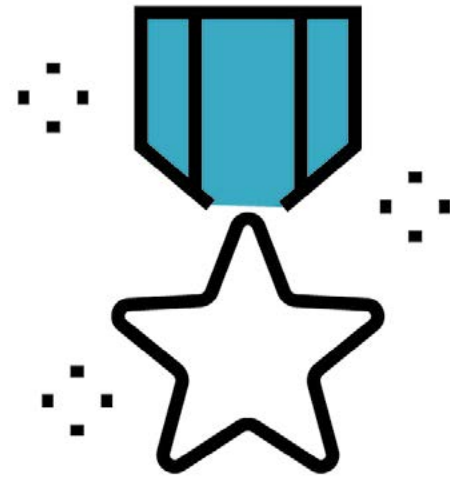
We will build and sustain relationships with other organisations to benchmark our performance, identify emerging trends and adopt best practice. We will support the Research Excellence Framework, the Teaching Excellence Framework, the Knowledge Exchange Framework and the University's Learning and Teaching Plan through the people delivering on these efforts.

**The University's strategic aim to modernise operations, optimise resources and enhance decision-making is strongly supported by the People Strategy's Organisational Excellence stream.**

Through improved systems, data-driven decision making, leadership development and streamlined processes, this stream ensures that staff have the tools, support and governance structures needed to work efficiently and effectively. By embedding best practices, digital literacy and a culture of continuous improvement, this stream contributes to the University's long-term sustainability and operational success.



# Recognition and Reward



Our success as a university depends on the collective efforts, expertise and dedication of our colleagues. We recognise that a fair, transparent and sustainable approach to recognition and reward is essential to fostering trust, motivation and engagement. In an evolving Higher Education landscape, and in the context of recent financial challenges, we are committed to ensuring that staff feel valued and fairly rewarded for their contributions.

**We will provide appropriate recognition and reward for your contribution and embodiment of the University values.**

In consultation on this theme, colleagues have asked for a clearly articulated employee benefits package that is easy to access, formal and consistent recognition of contribution that is above and beyond, further harmonisation of benefits and reward between professional services staff and academics and building a culture of recognition in which achievements are acknowledged and built upon.



## What you will see

- **Reducing pay gaps**

We will continue to work proactively to reduce or eliminate gender and ethnicity pay gaps, as well as assess and address any other pay disparities linked to identity or group affiliation. Our approach will be data-driven, transparent and proactive, ensuring that progress is monitored rather than relying on what has gone before to address ongoing issues.

- **Embedding recognition into everyday culture**

While formal recognition events will continue to celebrate outstanding achievements and work milestones, we will also work to embed a culture of continuous appreciation, ensuring that effort – big or small – are acknowledged in meaningful and visible ways across all teams.

- **Flexible and attractive benefits**

We will build on our existing benefits package to offer a broader range of benefits that will be valuable to a wider range of people.

- **A competitive and sustainable approach to pay**

Within the framework of national negotiations, we will work proactively to ensure our pay structures remain competitive, equitable and sustainable, balancing sector-wide financial constraints with our commitment to fair and transparent pay.

- **Balancing the PDR**

We will redesign the Performance and Development Review (PDR) process to preserve its valuable developmental focus while also ensuring it provides a clear and structured opportunity to recognise exceptional contributions. This will create a more balanced and meaningful process, where achievement – whether in research, teaching, leadership, innovation,

professional services or wider university impact – are actively acknowledged alongside development goals. By embedding recognition into the PDR framework, we will ensure that outstanding effort is formally valued and celebrated, reinforcing a culture where staff feel appreciated, motivated and supported in their career progression.

- **Recognition for hidden and emotional labour**

Develop frameworks that acknowledge contributions that may not always be measurable, such as EDI work, staff mentorship and pastoral care responsibilities.

**A fair and transparent approach to recognition and reward is key to fostering trust, ensuring staff feel valued, respected and confident in the University's commitment to fairness.**

By embedding recognition into everyday culture, addressing pay gaps and ensuring equitable reward structures, we strengthen engagement, motivation and retention.

This approach also aligns with our mission of Social Impact – a university that values all contributions and empowers staff to drive meaningful change. When people feel recognised and supported, they are better positioned to influence, innovate and contribute to the wider community.



# Measuring impact and success

**We will seek to continuously improve the staff experience, using this framework to govern, direct and monitor progress of the impact of our people-based initiatives. We will adopt a default position of transparency so that we can clearly demonstrate the rationale for decisions while being open to constructive feedback which may encourage us to adopt a different approach.**

All the departments and communities that support staff – managers, Human Resources, IT, staff development teams, equality units and others – will be responsive to this strategy. The People Strategy Board will maintain a Projects Register of all people initiatives and will prioritise and monitor their progress. The People Strategy Board will also maintain an institutional health marker for each of these themes based on HR data and will respond with actions if one or more of these scores falls below the standards we expect.

It is also important to recognise that our people supporting teams are committed to getting the basics right and are all providing the best and most reliable support to you. This means the People Strategy Board must carefully consider prioritisation of initiatives so that each has the best chance of positive impact and can be delivered with the resources available to us.

Your feedback is always welcome. Should you wish to speak about this strategy, please contact **Andrew Kennedy, Director of Human Resources.**



# Metrics and KPIs

## Health and Wellbeing

Perspective	Metric	Measure
Learning & Growth	Staff engagement with wellbeing initiatives	% uptake of wellbeing resources, sessions and training
Internal Processes	Workload management efficacy	% of departments with monitored and balanced workload data
Customer/ Stakeholder	Staff satisfaction with wellbeing	Staff survey score for wellbeing-related questions
Financial/ Resources	Cost-effectiveness of wellbeing interventions	Cost per staff member accessing services vs wellbeing impact measures
Project Performance	Delivery of Health & Wellbeing Action Plan	% of milestones in the Wellbeing Action Plan achieved on schedule

## Organisational Impact Metrics

Metric	Explanation
Staff absence rates	Reduced sickness absence due to parity on sick pay and improved physical, mental and emotional wellbeing
Staff retention rates	Improved wellbeing typically correlates with lower turnover
Work-life balance index	Improvement through proactive health support (measured via wellbeing surveys). Additional suggested index measure – percentage of utilised annual leave (annual leave balances)
Occupational health referrals	Reduction in crisis referrals due to earlier intervention and support access. Employee Assistance Programme engagement rates



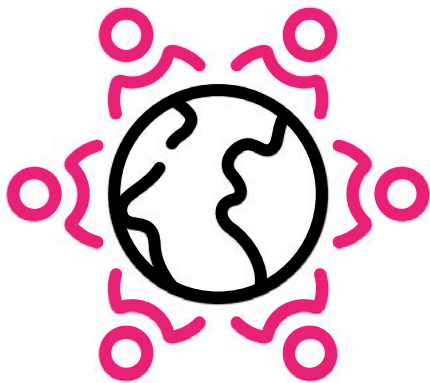


## Inclusivity and Belonging

Perspective	Metric	Measure
Learning & Growth	Staff trained in EDI and allyship	% of staff completing EDI and inclusive leadership training
Internal Processes	EDI embedded in decision-making processes	% of key meetings (University Leadership Team/Committee meetings) with EDI impact documented, % of Equality Impact Assessments before decision-making and with evidenced consultation where indicated
Customer/ Stakeholder	Sense of belonging and inclusion	Staff survey 'belonging' and 'respect' scores
Financial/ Resources	Cost of participation in equity charter schemes	Annual spend on equity schemes. Staff Survey outcomes for identified groups associated with those schemes
Project Performance	I&B Project Delivery Index	% of actions delivered from Respect & Dignity Campaign, all identified EDI projects and Belonging Project recommendations

## Organisational Impact Metrics

Metric	Explanation
Diversity in leadership roles	More equitable progression should increase diversity at higher grades
EDI-related complaints and incidents	A reduction can indicate a more inclusive culture (though underreporting must be considered in modelling for this metric)
Pay gap reduction (gender, ethnicity, disability)	Narrowing gaps demonstrate systemic improvement
Sense of belonging (Staff Survey Index)	High scores correlate with engagement, innovation and retention



## Attracting and Developing Talent

Perspective	Metric	Measure
Learning & Growth	Internal progression and development uptake	% of staff progressing internally or engaging in CPD, full utilisation of local staff development budgets, % of staff undertaking qualifications (including apprenticeships)
Internal Processes	Time-to-fill and induction quality	Average recruitment cycle time, new starter satisfaction rating, % of roles filled at first attempt
Customer/ Stakeholder	Employer brand strength	Applications per vacancy, survey results from exit and new staff
Financial/ Resources	Investment in development per head	Annual L&D spend per employee
Project Performance	Talent Development Project Completion	% completion of integrated L&D framework and talent pipeline actions

## Organisational Impact Metrics

Metric	Explanation
Internal promotion rate	Reflects career pathways and succession planning effectiveness
Time to competency for new hires	Faster integration reflects stronger onboarding and training
Vacancy fill rates and time-to-hire	Improved recruitment experience and employer brand
Academic and research performance outputs	Better development can improve KPIs like TEF/REF contributions



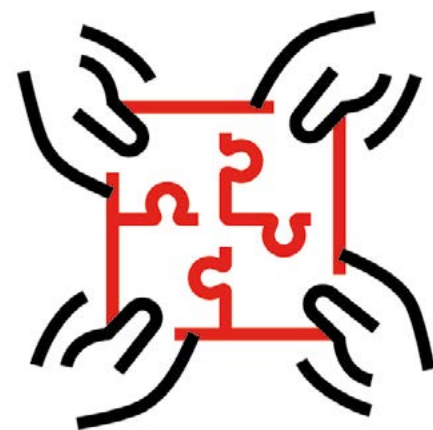


## Organisational Excellence

Perspective	Metric	Measure
Learning & Growth	Management development participation	% of managers completing development/CPD programmes within the last 36 months
Internal Processes	Digital systems satisfaction	Staff satisfaction with new digital systems (post-implementation survey), engagement with central communications
Customer/ Stakeholder	Confidence in leadership	Leadership trust scores in annual survey or pulse checks
Financial/ Resources	Efficiency savings from process improvements	Estimated cost/time savings through OD/transformation interventions
Project Performance	OD/Systems Project Implementation Score	% delivery of planned digital/OD/transformation improvements

## Organisational Impact Metrics

Metric	Explanation
Operational efficiency measures	Reduction in duplicated processes and faster workflows. Use of and satisfaction with the HR portal, intranet and staff development portal
Digital adoption rate	Higher uptake of systems post-implementation reflects better digital capability
Leadership trust and effectiveness (survey index)	Improved scores correlate with better change adoption and performance
Social Impact	Hours per annum of staff volunteering, number and quality of commercial partnerships

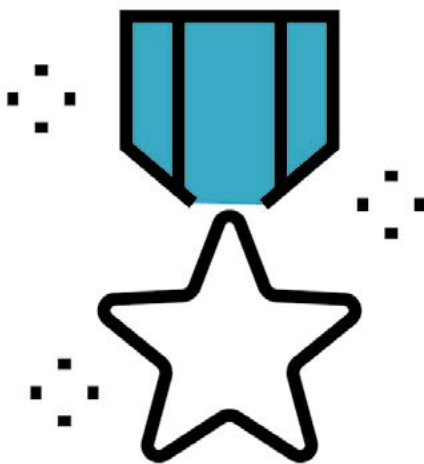


## Recognition and Reward

Perspective	Metric	Measure
Learning & Growth	Understanding of reward structures	% of staff who feel pay/reward is transparent and fair
Internal Processes	PDR quality and impact	% of completed PDRs with documented recognition elements, % staff engaging with the PDR process
Customer/ Stakeholder	Satisfaction with recognition	% of staff who feel regularly recognised for their contributions, % of staff providing public recognition for colleagues
Financial/ Resources	Pay equity progress	Reduction in pay gaps (gender, ethnicity, disability)
Project Performance	Reward & Recognition Framework Delivery	% of deliverables completed (new benefits, PDR redesign, hidden labour recognition frameworks)

## Organisational Impact Metrics

Metric	Explanation
Staff engagement index	Recognition drives higher engagement scores
Turnover in high-performing staff	Retention of top talent is a marker of effective reward systems
Innovation and idea generation	More staff participating in initiatives suggests intrinsic motivation and recognition culture
Uptake of reward schemes and benefits	Higher uptake suggests perceived value and relevance





# Cross-Cutting Institutional Impact Metrics

These metrics reflect the cumulative impact of the whole People Strategy:

Metric	Explanation
Overall staff engagement score	Primary barometer of cultural and strategic alignment
Staff Net Promoter Score (NPS)	“Would you recommend working here?” – a powerful engagement indicator
Student satisfaction and outcomes (NSS, Graduate Outcomes)	Improved staff culture often contributes to better student experience
Equality charter/ award progress	Success in application for EDI markers and organisational statuses. All EDI charter schemes to reflect the institution’s inclusion impact, creating an EDI Impact score across all identified initiatives







Waterside Campus  
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