



# BUCS PEOPLE PLAN

SEPTEMBER 2024



# FOREWORD

## FROM THE CEO

I am delighted to introduce the British Universities and Colleges Sport (BUCS) People Plan, a framework that reflects our commitment to fostering an inclusive, respectful, dynamic, and innovative working environment. This plan has been shaped by the values that define BUCS and serves as a guide to ensure our people - our greatest asset - are supported, empowered, and positioned for success.

The People Plan is built around five key pillars that form the foundation of our strategic approach:

- **Personal and Professional Development** – we are dedicated to providing opportunities for our staff to grow, learn, and reach their full potential. Ongoing development is essential to ensuring our workforce remains dynamic and adaptive in an ever-changing landscape.
- **Attract, Recruit and Retain** – to remain competitive and innovative, we must attract diverse talent, recruit the best candidates, and retain them by providing a work environment where they feel valued, challenged, and fulfilled.
- **Equity, Equality, Diversity, and Inclusion (EEDI)** – the shift from DEI to EEDI reflects our commitment to equity as a foundational principle to ensure we take positive action based on our current position. We strive to create an environment where everyone feels they belong and are respected, included, and given equal opportunity to succeed, regardless of their background.

- **Employee Well-being** – we recognise that the well-being of our staff is critical to their performance and overall satisfaction. Promoting a culture that prioritises mental and physical health ensures that we are not only supporting our people but also driving BUCS forward with a motivated and healthy team.

- **Connectivity and Togetherness** – creating a sense of unity and collaboration is essential to fostering innovation and respect within our organisation. We aim to strengthen connectivity across teams, departments, and institutions, ensuring a culture of togetherness and mutual support.

Each of these pillars has its own strategic aim, objective, and key measure of success that interconnect to form a consistent People Plan, supporting BUCS's broader objectives. With the support of our Trustees and members of staff we made considered adjustments to previous drafts to ensure that the plan accurately reflects the needs and aspirations of our staff.

I am excited by the promise of this People Plan to serve as a roadmap for fostering a thriving, inclusive, and innovative work environment, where every individual is empowered to contribute to the continued success of BUCS.



**Will Roberts**

Chief Executive Officer  
British Universities and Colleges Sport (BUCS)



# OUR VALUES AND BEHAVIOURS

When our current strategy was established, it brought to life our four core values:

- INCLUSIVE
- RESPECTFUL
- INNOVATIVE
- DYNAMIC

**These values are fundamental to our identity and permeate everything we do and form the foundation of our culture. They are not only embraced in our work but are actively lived through our daily actions and decisions.**

Our values are incorporated into every facet of BUCS and are integral to how we recognise, support, and develop each other. From one-to-one meetings and staff days to the structure of CEO weekly emails and fortnightly catchups, recruitment processes to regular meetings led by the Management Team,

and within BUCS's everyday life, these values are the thread that connects us. They are embedded into our recognition channels, guiding how we celebrate achievements and progress.

Our employees embody these values, reflecting them in their work, their interactions, and their collaboration. Our values are not just words, but principles that drive us forward and are reinforced through consistent leadership behaviours and clear communication, creating an environment where they can thrive. They are integrated into our everyday work, shaping how we approach challenges, seize opportunities, and contribute to our collective success.

Through this shared commitment, our values continue to strengthen our organisation, ensuring that we move forward together with purpose and unity.



# BUCS PEOPLE PILLARS

2023-2027



# PERSONAL AND PROFESSIONAL DEVELOPMENT

**Strategic aim:** to foster a culture of continued personal and professional development and ensure that all employees can access suitable learning opportunities that enhance their skills. Furthermore, to build an increased innovative and high-performing workforce that drives BUCS's long-term success.

**Key measures of success and impact:**

- Annual and quarterly survey results show improvement in employee perception regarding the opportunities for accessing learning and development.
- Through appraisals it is evident that employees are clear on how their contributions lead to BUCS's overall success.
- Enhanced job performance and quality of work due to improved skill levels.

## STRATEGIC OBJECTIVES: WE WILL...

01

Be an innovative organisation that prioritises learning and respectfully supports its employees and board members to effectively deliver on objectives.

03

Prioritise investing in our employees, currently distributing 0.31% to their development and growth and 39.7% dedicated to overall staffing costs.

05

Foster an environment of continued personal and professional development, supporting employees at all levels through innovative annual performance development reviews.

02

Continue implementing our training and development plan, which is organised into 'team', 'individual', and 'compulsory' training that aligns with our employees' needs to succeed and with BUCS priorities and goals.

04

Actively work with our employees to reinforce our core values.

06

Through continuous and inclusive communication, ensure that employees understand what is expected of them in their role, and how their development aligns with BUCS's overall mission and goal.

# ATTRACT, RECRUIT AND RETAIN

**Strategic aim:** to enhance our employee lifecycle, grow our dynamic workforce and support diversity. We will strengthen a supportive and diverse workforce where employees feel valued, recognised and motivated. By improving our recruitment processes and creating proactive strategies, we aim to recruit the right talents for our roles.

**Key measures of success and impact:**

- A decrease in employee turnover and increased tenure which indicates a more satisfied and engaged workforce.
- Increased diversity in applications and hiring which fosters innovation and performance.
- Increase our employee satisfaction rate in annual and quarterly employee surveys which shows evidence of improved overall organisational health.

## STRATEGIC OBJECTIVES: WE WILL...

01

Be an innovative organisation that prioritises learning and respectfully supports its employees and board members to effectively deliver on objectives.

02

Create an alumni network that fosters lifelong connections, mentorship and collaboration across generations.

03

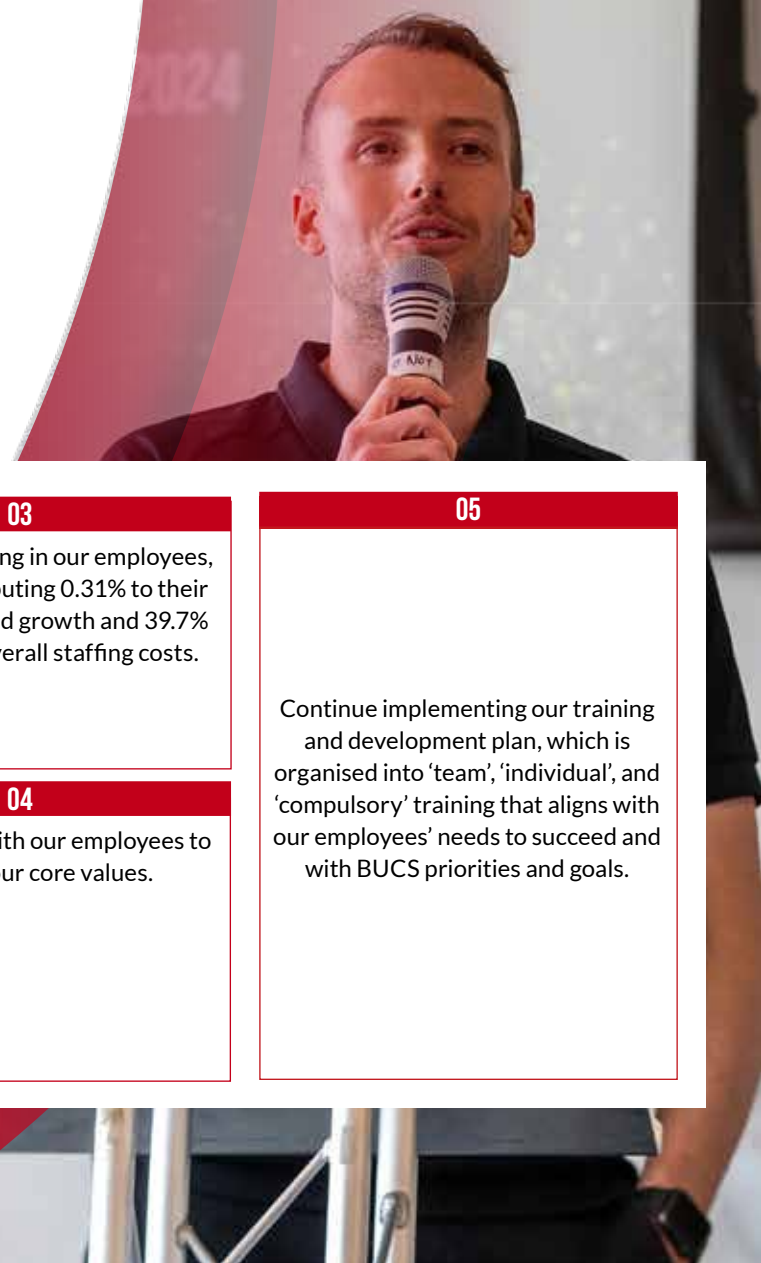
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# BELONGING AND EEDI

**Strategic aim:** to embed equity, equality, diversity, inclusion, and belonging at the heart of our organisation, ensuring every individual feels valued, respected, and empowered to contribute fully. We will actively promote a culture where diverse perspectives are celebrated, and where opportunities are accessible to all, fostering a truly inclusive environment of belonging.

**Key measures of success and impact:**

- Employees will have a greater awareness and understanding that will foster a more inclusive, respectful workplace with a sense of belonging.
- Stronger support networks, community building, and a sense of belonging.
- Increased dynamic workforce that will foster innovation, growth, and belonging.
- External recognition and accreditation.
- Continued compliance with the Code for Sports Governance.

## STRATEGIC OBJECTIVES: WE WILL...

01

Recruit a Head of Belonging (EEDI) to guide our success in the EEDI space and ensure all our work aligns with these goals, as well as support the expectations and needs of our beneficiaries.

03

Undertake an annual review of the DIAP within 12 months of its creation – setting out progress and key learnings and using these as the basis for the next plan.

05

Review and amend recruitment policies and procedures to ensure compliance with good practices.

02

Appoint a Board Trustee with lead responsibility for EEDI and champion this area across all Board matters.

04

Establish an equity, equality, diversity and inclusion working group that will focus on research and insight, stakeholder engagement and strategy creation.

06

Identify EEDI knowledge gaps and continuously provide innovative and relevant training opportunities to promote awareness, understanding, and belonging across the organisation.

# EMPLOYEE WELL-BEING

**Strategic aim:** to improve the cultivation of a supportive workplace that prioritises our employees' well-being through a culture of openness and inclusivity to enable employees to flourish personally and professionally, fostering sustained engagement, teamwork and productivity.

**Key measures of success and impact:**

- Annual and quarterly surveys show an improvement in well-being and work-life balance.
- Positive sentiment on well-being activities and social touchpoints with increased participation in activities leading to stronger collaboration, relationships and performance.
- Engagement scores and qualitative feedback from surveys and appraisals show improved morale and productivity.

## STRATEGIC OBJECTIVES: WE WILL...

01

Encourage open and inclusive discussions around employee work-life balance, ensuring regular reviews of our policies regarding leave and TOIL days structure.

03

As a sports organisation, promote accessible and inclusive physical activity and movement opportunities among employees during the working day and through social activities.

05

Enhance workplace well-being by creating an environment that positively impacts organisational health.

02

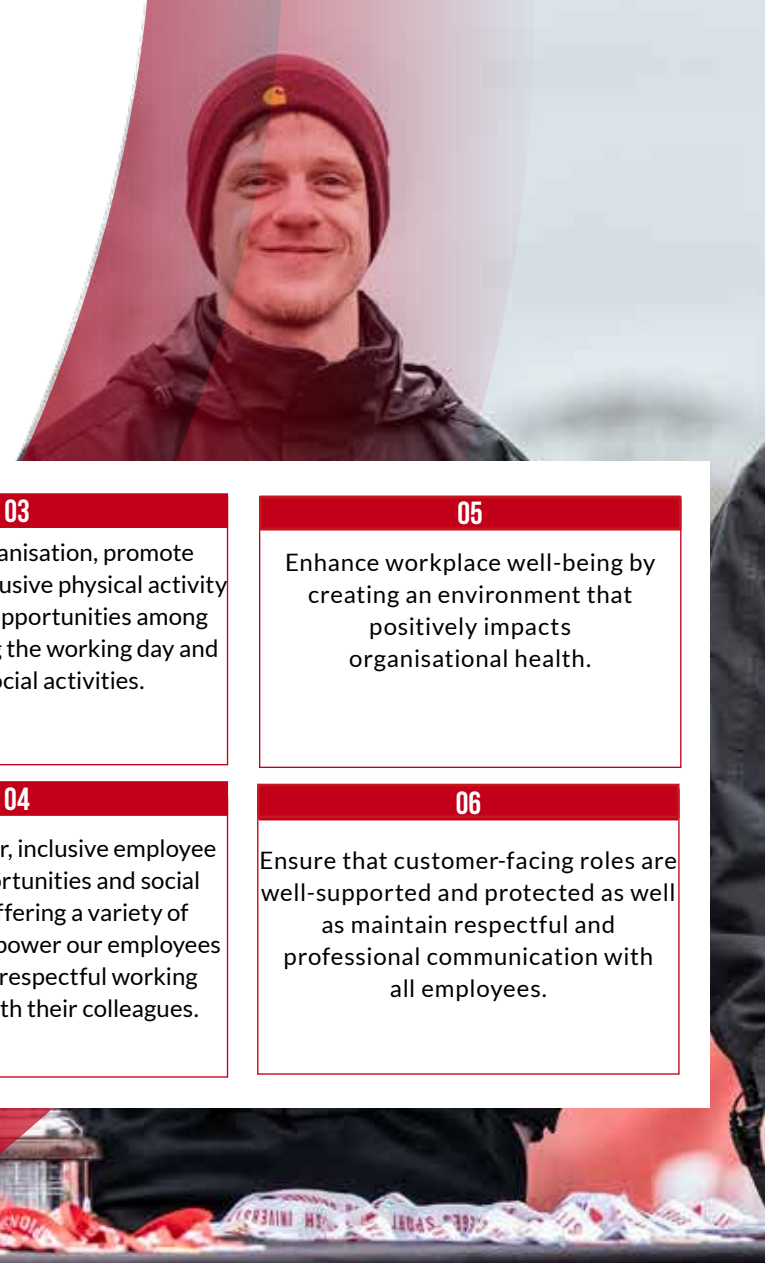
Create a hybrid working policy, focusing on ensuring fairness, equal opportunities and inclusion for all employees.

04

Commit to regular, inclusive employee well-being opportunities and social touchpoints, offering a variety of activities that empower our employees to build strong, respectful working relationships with their colleagues.

06

Ensure that customer-facing roles are well-supported and protected as well as maintain respectful and professional communication with all employees.





# CONNECTIVITY AND TOGETHERNESS

**Strategic aim:** to foster a culture of connectivity and togetherness within the organisation by enhancing communication channels, promoting cross-department collaboration, and creating inclusive spaces for team engagement. We will prioritise transparent dialogue and shared goals to strengthen relationships and ensure everyone feels valued and supported.

**Key measures of success and impact:**

- Positive feedback from employees on opportunities to connect and increased engagement in team activities, showing a cohesive and innovative workforce.
- Employees actively recognise the work of their colleagues through recognition programmes, supporting various ways of being heard and encouraging a sense of belonging.
- The frequency and success of cross-functional collaboration.

## STRATEGIC OBJECTIVES: WE WILL...

01

Connect our new employees with our values by fostering an innovative workforce through cross-department collaboration. Implement a buddy system to promote mutual support and inclusion, while encouraging dynamic interactions and integration into our culture.

02

Evaluate our current recognition programmes to ensure they are innovative and inclusive, making employees feel respected, valued, and acknowledged in a way that aligns with their preferred feedback style.

03

Review employee meeting design to create dynamic opportunities for employees to connect and grow working relationships.

04

Regularly consult employees through our annual and quarterly pulse surveys.

# REVIEWS

The success metrics across the five pillars of the People Plan will be reviewed and presented to the Board twice per year. Following this, the review and findings will be shared with our people. Ensure that customer-facing roles are well-supported and protected as well as maintain respectful and professional communication with all employees.

The People Plan in its entirety will go through a review annually to assess its overall effectiveness and alignment with organisational goals.

These regular reviews will ensure that the People Plan remains relevant, and dynamic and continues to drive our success.



