

Transforming Futures
People Strategy
2020-2030

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1

Strategy 2030

The University's Strategy 2030 sets out the ambition and priorities for the University 2020-2030. The Strategy is based on the University's mission and values:

UWE Bristol transforms futures: powering the future workforce, supporting local economic prosperity, shaping the health and sustainability of our communities and creating solutions to global challenges.

Values

Ambitious

We are not afraid to shape, challenge and tackle the big issues, to take the initiative and pave the way.

Inclusive

We make UWE Bristol a supportive and inspiring place to learn and work – somewhere where diversity of experience and perspective is encouraged, and learning and research is shared and accessible.

Innovative

We create new opportunities for the people who work and study with us. We embrace different ideas and pioneer new and sustainable ways of doing things.

Collaborative

We have strong connections locally and globally. We help people and organisations be the best they can, building trust throughout our university community and beyond.

Enterprising

We instil a thirst for new knowledge, its creation and application, empowering our students and staff to demonstrate a creative questioning approach, a 'can-do' confidence, and ability to navigate uncertainty.

As we shape our future to 2030 our focus will be on:

Our Purpose

Solving future challenges through outstanding learning, research and a culture of enterprise.

Our People

Creating opportunities to thrive and flourish.

Our Place

Creating an inspiring local and global gateway to the future.

The priorities contained in Strategy 2030 are being driven forward through a series of sub-strategies as set out on page 10.

2 | Transforming Futures People Strategy

UWE Bristol is a community of people striving to achieve more and pushing ourselves to stop at nothing in our quest for better. Our people transform futures – with and for our students and communities. Acting with ambition, purpose and relevance in a complex world – we are change makers and the place to make the difference.

Our Strategy 2030 sets out our position as a market disrupter, leading future trends and approaches to solve future challenges, create opportunities and shape our communities across the region and beyond. We are innovators and collaborators, committed to excellence in all that we do, throughout our learning, teaching, research and enterprise, delivering an outstanding university experience for our students.



2.1 | Our principles

Values-led

We work with integrity and actively use our values to inform what we say, do and decide. Our staff, students and stakeholders understand our values and what we stand for. We lead by example.

People at the centre

We ensure each and every member of our community enjoys a personalised, inclusive and transformative experience that empowers them to be engaged, passionate, and thrive in our university environment. We all achieve our best by amplifying our diverse voices because representation matters. Creating a university culture that nourishes diversity, equality, and inclusion—building a diverse workplace and place to learn. In turn, helping build an inclusive world we all wish to live in.



Working in partnership

We are solutions-focused pioneers and draw on the expertise and experiences needed to reach the best outcome. Our approach is built on collaboration and connection, working with internal and external partners, our governors, staff and students. We work together to set the bar then raise it.

Evidence-based and outcomes-driven

We take an evidence-based approach, focusing on impact and positive change, drawing on research and data, as well as the lived experience. Ok is not ok so we will use this insight to do better.

2.2 | Our Strategic Priorities

Our Transforming Futures Strategy 2030 sets out our commitments to be an employer of choice, future focused and a leader as a healthy, sustainable and inclusive University. It's an exciting time. We will recruit the best people, enable our teams to excel, invest in great facilities, deliver brilliant programmes, produce world leading research, connect with industry and our partners. Our 2030 Strategy is a promise to our people, our students and our community. It is a challenge and ambition to us all. Together we drive change for the better in all that we do.

An empowering culture

Our culture is central to our success. We take pride and lead not follow in all that we do. In doing so, we will establish UWE Bristol as the place to make a positive difference. We will live our values and deliver on our priorities and do the right things for the right reasons by:

- Building on our commitments to health, wellbeing and sustainability, co-creating workplaces, both physical and digital, where our people thrive and flourish and where we reach our full potential as individuals and as a collective and everyone feels included, trusted and empowered.
- Supporting leaders to work with teams in partnership, to deliver solutions and make things better.
- Co-creating opportunities which enable everyone to do their best thinking and to actively contribute to transforming futures.
- Expecting colleagues to share ideas, provide constructive challenge and to be involved in opportunities where they can shape and inform decisions.
- Ensuring everyone in our university community feels safe to speak up and speak out against any form of discrimination, harassment, bullying or other behaviours which do not align with our values.

Delivering excellence as one talented team

Learning, teaching, research and enterprise excellence are central to the design of our structures, processes, systems and practice. We will:

- Actively increase the diversity of our workforce, with no gaps in recruitment, progression and reward by protected characteristics, as a key driver for collaboration, innovation and success.
- Proactively create talent and succession pipelines and address gaps in our capabilities, through effective and proactive workforce planning, ensuring our people are able to deliver now and are prepared for our future.
- Enhance our recruitment and onboarding programme to ensure our new colleagues live our values, understand our expectations and are equipped, supported and expected to succeed.
- Develop clear career paths which provide opportunities for growth and progression.
- Take a personalised approach to performance and development for every colleague, enabling them to engage in training, learning and experiences to enhance their talent and support their progression.
- Play to our collective strengths by bringing together cross-disciplinary and cross-functional teams to support our students, our stakeholders and each other to achieve our best.

Effective and enterprising

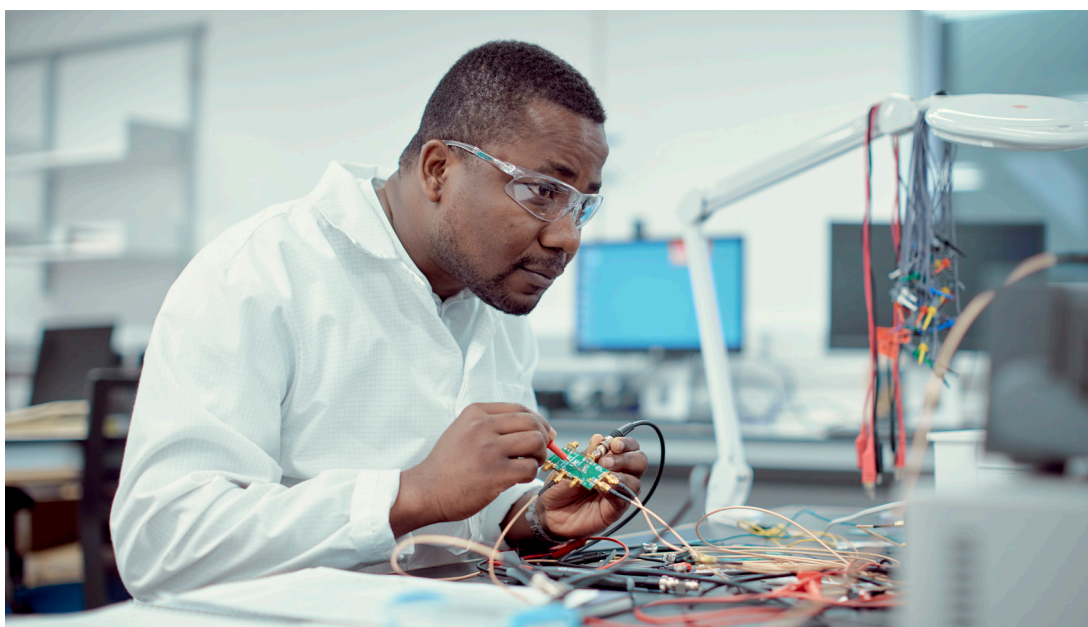
We will be future-focused and enterprising by design, creating environments and experiences that support creativity, collaboration and innovation across our campuses and digital spaces. We will:

- Continue to deliver exceptional, sector leading, student experience and research with real world impact, through an operating model that enables us to lead not follow.
- Embed good organisational design and business technology solutions to streamline and enhance all our activities.
- Invest in our digital capability, using this as a catalyst and enabler, to create the best approaches to blended delivery, automation, artificial intelligence and digital first solutions, freeing up capacity to focus our people on using their expertise to deliver excellence in all that we do.
- Create space to innovate and invest, expecting continuous improvement and empowering our people to be bold change-makers, to take risks, solve problems and create opportunities for growth.



2.3 | How we will measure our progress

Our high level targets are identified in Strategy 2030. We will monitor progress through the corporate scorecard and its supporting framework to ensure we are on track to achieve our ambitions.



Strategy Implementation

The priorities contained in Strategy 2030 are being driven forward through a series of sub-strategies.

Core Strategies

Transforming Futures Learning and Teaching Strategy

Transforming Futures Research Strategy

Transforming Futures Community and Business Engagement Strategy

Thematic Strategies

Transforming Futures Climate Action and Sustainability Strategy

Transforming Futures Health and Wellbeing Strategy

Transforming Futures Equality, Diversity and Inclusivity Strategy

Enabling Strategies

Transforming Futures People Strategy

Transforming Futures Campus Environments and Infrastructure Strategy

These strategies contain further information about the commitments we have set and the actions we are taking to realise our 2030 ambitions. Appropriate cross-references are included in each of the strategies.



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