

STRATEGY  
2030

Transforming Futures



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## THROUGH OUR STRATEGY WE WILL CONTINUE TO DRIVE FORWARD HOW WE:

- Empower and engage an inclusive and values-led staff and student community
- Power the local economy through our wide-ranging economic impacts, our graduate-talent pipeline and support for innovation and enterprise
- Create opportunities for all, through our recruitment from communities with traditionally low participation in higher education, support for students in need and close collaboration with schools, academies and further education colleges
- Deliver an innovative, inclusive and engaging learning experience where students can thrive and flourish
- Invest in space and facilities across all our campuses, opening up new opportunities for collaboration and public and community engagement
- Work closely with a wide range of local partners across the city-region, including the four local councils and the combined authority, the Local Enterprise Partnership, the NHS, businesses, and the dense network of partnerships and community organisations

# Vice-Chancellor's introduction



*"Looking forward to 2030, UWE Bristol will be a market disrupter, leading future trends and approaches to solve future challenges, create opportunities and shape our communities across the region and beyond."*

A handwritten signature in black ink that reads "Steve West".

Professor Steve West CBE

Vice-Chancellor,  
President and CEO UWE Bristol

UWE Bristol is a future-focused university, locally embedded with global reach. Our students, relevance and impact are at the heart of everything we do. Our priority is to deliver an outstanding university experience for our students through innovative, practice-led, research-informed courses.

We are proud of our leading role in shaping local decisions, improving lives across our communities, boosting the economy and cultural vibrancy of the city-region. Through our education, research and enterprise, we create jobs and opportunities, positively impact areas of local deprivation, transform local services and empower people from all backgrounds to fulfil their potential.

The Bristol city-region is a leading European centre for aerospace and high value manufacturing, home to nationally-significant, high-growth clusters of digital and creative industries, and a major focus for next-generation, tech-enabled financial, legal and business services, health, education and cultural provision.

Our extensive network of stakeholders and partners – across high growth companies, multi-nationals, public service providers and third-sector bodies – offers our students and staff unique opportunities to shape the future.

The vibrancy and success of the region is founded on talent and collaboration.

With over half of our ready and able graduates each year going on to shape the region, we are truly powering the future workforce, building sustainable and engaged communities and boosting the region's standing on a national and global stage. UWE Bristol is in, of and for the West of England.

It is from this strong local base that we work with leading international education partners to strengthen our expertise and maximise our impact across the world.

This strategy sets out our focus for the next 10 years. It will evolve and develop as we continually review our own performance and adapt to a rapidly changing external environment.



*In the Animation department*



*Engineering facilities*

# Strategic overview

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.

*As a university, we have won praise from the UK's City Growth Commission for fuelling economic growth by 'pioneering progressive practices'. The Commission highlighted in particular the way we encourage entrepreneurialism among our students and how we work with employers to embed job-ready skills and internships into our curricula.*



## Our 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.



*Inside the atrium at the Bristol Business School*

# 1 | Our Purpose

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

*"We want our students to become ready and able graduates, who feel confident in their abilities and the part they have to play in the world."*

Professor Steve West CBE

Vice-Chancellor,  
President and CEO UWE Bristol

## Outstanding learning

We will be recognised as the leading university for **outstanding practice-led learning**, fostering the development of **ready and able graduates** who are ambitious, collaborative, innovative, inclusive and enterprising.

Every course will be designed to **maximise the employability and enterprise of our students and to prepare them for the far-reaching possibilities and challenges of the future**. This means graduates not just ready for their chosen pathway, but also poised to embrace opportunities: as confident problem solvers, responsible global citizens and effective life-long learners.

We will focus on courses that meet the skills and knowledge-needs of the future workforce and address local and global challenges. **This means courses built in partnership with industry, the professions, the public sector, community organisations and other education providers.**

We are ambitious for every student and will **deliver a personalised student journey**, ensuring that all receive the support and coaching they need for a successful future.

Initial priority areas for course development include:

- Artificial intelligence and the data revolution
- The drive towards clean growth, de-carbonisation and climate adaptation
- Meeting the needs of an ageing society
- Health and wellbeing
- Digital futures and creative technologies
- High value design and manufacturing



## WE WILL OFFER ALL STUDENTS THE OPPORTUNITY FOR:

- Substantial work experience
- An international experience
- A staff mentor/coach and connecting with an external professional mentor
- Starting their own business or social enterprise
- Engaging across the UWE Bristol community to solve current and future global challenges
- Innovative learning



New and **inclusive ways of learning** will be supported by innovative learning resources, technologies and rich sources of digital information. We will be a leading university in our work with schools, colleges, employers and external organisations to **support student transitions into, through and beyond university**, recognising the diverse pathways and backgrounds of our students. We will also continue to support our students to step out of their comfort zone, explore new activities, and discover the things that really matter to them.

As a catalyst for social change, we will build on our well-established and successful programme of educational opportunities, from early years to doctoral level, **working in partnership across our region to address educational and social inequalities**.

We will be ambitious in the development of **new approaches to our existing strong partnerships** to open up opportunities, create new pathways to higher level skills and graduate education, and focus on the future skills needs of the region.

This will be driven by clear engagement and collaboration with employers and in-work communities, removing barriers to entry for students of all ages and backgrounds, supporting progression, developing more flexible learning opportunities, and engaging with broader developments in the education sector and our wider region. We will continue to **drive forward growth in our apprenticeship provision**, working with employers and our further education partners in line with our practice-led approach, with a commitment to deliver excellence for apprentices and employers, meeting industry needs and generating new opportunities for individuals and society to excel.

We will continue to **enhance our global connections through strategic international partnerships with leading education institutions**. Our approach will ensure we maximise the benefits for communities across the globe, strengthen our research and enterprise priorities and support the sustained growth of the University's international student population, in Bristol and overseas.

## BY 2030 WE WILL KNOW WE ARE OUTSTANDING BECAUSE:

# TOP 10%



The graduate-level employment rate will be in the top 10% in the country



Every subject will have achieved the highest rating in frameworks for teaching excellence and student satisfaction

# TOP 10%

The continuation rate of our students will be in the top 10% in the country

There will be no gaps in satisfaction, attainment and outcomes for students with protected characteristics

## Case studies Solving future challenges

96%

of student graduates in work or further study after six months. The DLHE survey has consistently shown we are ahead of the sector for employability.

*Source: HESA Destination of Leavers for Higher Education, published 2018.*

### Student Ventures

As part of UWE Bristol's enterprise strategy, all students are given the opportunity to pursue their entrepreneurial ambitions through Student Ventures. Physical space for this activity is just one of the numerous provisions available, for example our pop-up shops (in conjunction with a range of additional support) have been available to students for just under two years and have supported a range of start-ups and test trading opportunities, from fashion lines to household decorative products.

As well as being an authentic way for students to engage with customers offline, it provides a host of benefits to students and budding start-ups. These include the opportunity to test their products with new markets, raise brand awareness and loyalty, go multichannel, demo products and soft launch a new line. The feedback from the pop-up shops has been very positive, both from the students themselves, and from customers who have visited them.



## Digital skills and enterprise

**The Foundry**, which opened officially in May 2019, is funded by the Institute of Coding (IoC) and will equip students with vital digital skills and ensure they are ready for the workplace.

Developed through a research-led design, the industry-themed **The Foundry** at UWE Bristol is intended as an ‘other space’ on campus, where students can build their professional identity through working with industry partners on paid projects that fit around their studies. Aside from being home to UWE Bristol’s Enterprise Studios, **The Foundry** is also a digital event space, hosting a high-profile calendar of technology outreach and engagement events across cyber-security, computer science, creative technologies and STEM subjects designed to widen participation around coding and digital skills.



*“As we rely more on new technologies and cyber threats become more sophisticated, The Foundry Technology Affinity Space at UWE Bristol will provide the vital skills needed to meet the opportunities and address the challenges of the future.”*

Chris Skidmore MP  
Minister of State for Universities,  
Science, Research and Innovation



## UWE Cares

UWE Bristol actively welcomes applications from care leavers, estranged students and carers, and has developed UWE Cares, providing a package of support designed for students with little or no family support.

The UWE Cares team act as a point of contact throughout the students’ whole time at UWE Bristol – from application to graduation. The aim is to help eligible students settle in, make the most of the many opportunities that UWE Bristol has to offer, and provide information and support to help overcome challenges or worries they might face. UWE Cares can also help with pastoral, financial and social support.

**Rediat Abayneh**, a UWE Bristol graduate and care leaver, has made a short film explaining how UWE Cares can offer support.

[youtube.com/watch?v=LceV-xMgJBM&feature=youtu.be](https://www.youtube.com/watch?v=LceV-xMgJBM&feature=youtu.be)

## Research with impact

We will focus on internationally excellent research with real-world impact, building on our strengths, prioritising challenge-based research and enhancing the student experience.

### We will focus on:

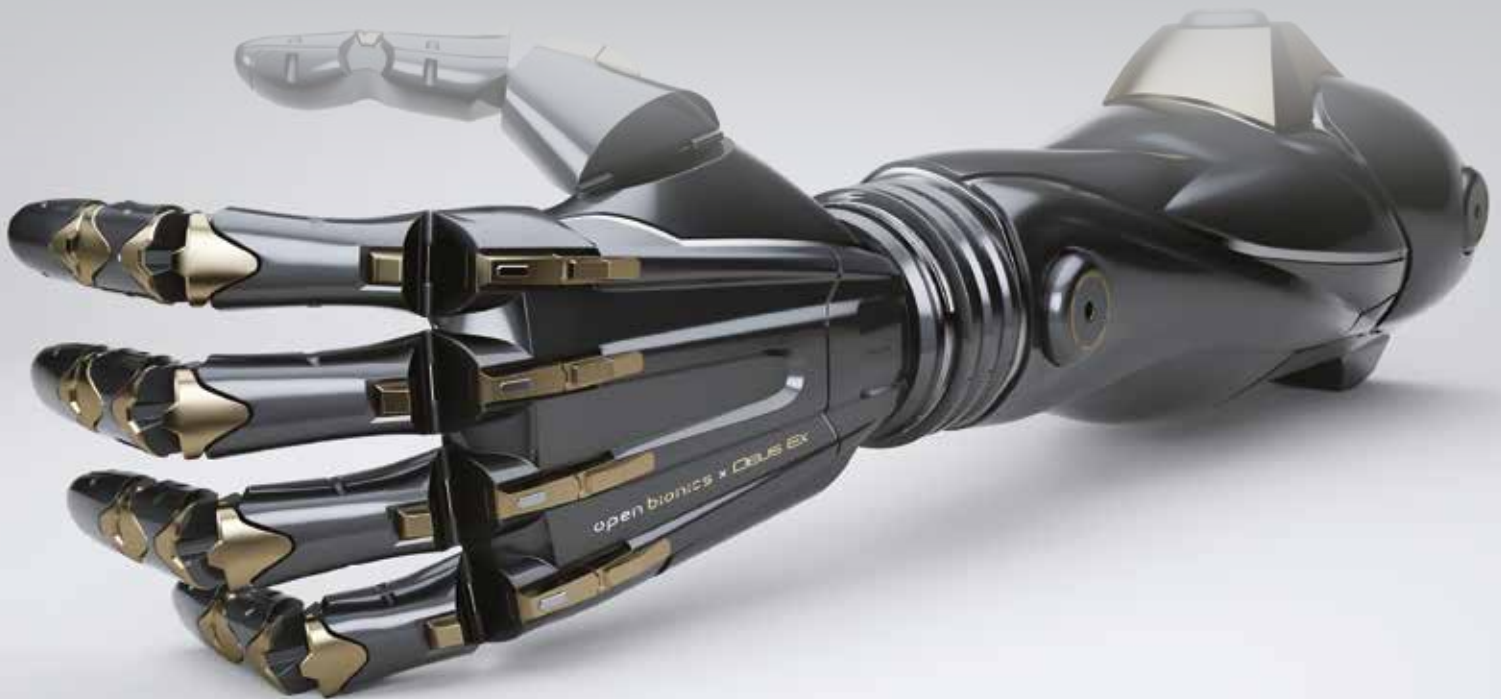
- Digital futures
- Health and wellbeing
- Creative and digital technologies
- Sustainability by design

These research beacons will be globally recognised, shaping the academic character and reputation of the University.

Our research approach will be collaborative, agile and student-facing, with local focus and global reach.



*Open Bionics makes prosthetic limbs accessible, usable and fun for child amputees*



## AN ENTERPRISING CULTURE THROUGHOUT

In line with our values, we will 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.

We will embed enterprise across the whole curriculum, ensuring our graduates have the attributes and attitudes valued by employers in knowledge-intensive sectors and to address local and global challenges.

We will build on our considerable success, further strengthening our support for student enterprise and opportunities, business start-ups, innovation and enterprise, knowledge exchange and collaboration between university researchers, business and other partners.

We will also take a leading role in promoting innovation and enterprise across the city-region; a key initiative will be the development of a new world-leading University Enterprise Campus.



## Creating global opportunities

UWE Bristol enjoys an excellent international reputation with a thriving international community of students from over 140 countries worldwide, including in Malaysia.

UWE Bristol's outstanding partnership with Taylor's University in Malaysia is just one example of the University working in partnership to create global opportunities, with both universities sharing knowledge and creating a first-rate student experience. Established in 2004, the relationship focuses on Business, Communication and Computing courses, with students having the opportunity to study a UWE Bristol Dual Award degree at Taylor's University.

As part of this partnership, Taylor's students can opt to complete their studies in the UK at UWE Bristol, immersing themselves in a different culture and academic experience, and UWE Bristol students are also offered the opportunity to complete their studies at Taylor's, providing an exciting chance to study abroad.

## Transforming lives through innovation

The **PEE POWER® technology** has been developed at UWE Bristol over a number of years with the support of the Bill and Melinda Gates Foundation, and uses organic material found in urine as a fuel, with the waste water being channelled through a series of microbial fuel cells to create electricity. It has been used to provide lighting for toilet blocks at schools in Uganda and Kenya. As well as in schools, the technology has the potential to eventually be installed in refugee camps, slums and hospitals.

This green technology also cleans the urine so that the by-product can be used as a crop fertiliser, and has been used at Glastonbury Festival since 2015 – yet another way of raising the profile of this ground-breaking technology, and demonstrating how UWE Bristol research is solving real-world problems.

### *Glastonbury Festival*



### *Filming the UWE Bristol documentary about Pee Power in Kenya*



# 2

## Our People

Creating opportunities  
to thrive and flourish

### Mental Wealth | LAB

**Mental Wealth Lab** brings together a series of activities across UWE Bristol that explore new and innovative approaches to developing and promoting positive mental health. It has been designed to help students and staff learn more about how they look after their own and others' mental health and wellbeing.

Activities to date include a new podcast series entitled *Let's Talk Now*, where staff and students discuss their experiences of mental health issues; the creation of the Mental Wealth Lab Fund, where staff and students can bid for funding for projects that explore new ways of promoting positive mental health; events; panel discussions; guest talks; academic research and activities created in partnership with the Students' Union.



*Panel discussion on mental health*



UWE Bristol will be an employer of choice, recognised for our values and as the place to make a positive difference to the future. We will continue to invest in our staff and their wellbeing, supporting them to fulfil their roles with pride and skill. At UWE Bristol, every member of staff will be proud of their role in transforming futures.

With inclusivity as a core value, we recognise the power of a truly diverse university community. We will support and **celebrate the diversity of our staff and students** as a key driver for innovation and success, promoting pathways and achievements to inspire and generate confidence and ambition. We will also work to **increase the diversity of our workforce through innovative and targeted interventions**, recognising this is crucial to attract and retain talent.

As we look ahead to the demands of the future workforce, we will embrace an enterprising culture, where learning forms part of the ways of working for everyone. We will be a space to test and learn and to be open, honest and confident. We will celebrate the fun and creativity that comes through being part of our university

community, whilst demonstrating care, compassion and support throughout.

We will be ambitious for all our people, making sure we prepare for the future together and creating the new roles and new opportunities for our university community to thrive and flourish.

Our values – ambitious, innovative, inclusive, collaborative and enterprising – and the digital fluency and commercial awareness of our staff, will be key. They will inform the design **of our roles, the ways in which we work, how we attract and retain our workforce, and our opportunities for life-long learning and development.**

As the environment in which we work continues to become increasingly diverse and competitive, our staff will be supported to develop the skills to engage with new models of learning and operating, and to work with partners to maximise opportunities. This means focusing on commercial awareness in its broadest sense.

We know that our working environment will continue to become increasingly digital. We will support our staff and students to be empowered with the digital knowledge and skills they need to shape the future.

For our staff, this is not just about being equipped to use new technologies, but being able to confidently embrace and improve ways of working and learning.

We will ensure that the ways in which we work **build collaboration**, drawing on the significant talent and expertise from across our university community and working in partnership with our students to shape the future. We will work across traditional disciplinary and organisational boundaries to create innovative solutions across our activities. Staff will be empowered to take a solutions-based approach, in a culture that supports agility, openness, the testing of new ideas and the learning that this brings.

Importantly, we will also continue to take a leading role in our commitment to the health and wellbeing of our whole university community. We will be recognised as **the leading health promoting university, demonstrating significant health gain for our staff and students**, and making a wider contribution to the wellbeing of people, places and the planet. We will be recognised for innovations that empower people to thrive and flourish, and shape the **health and sustainability of future communities** – through our students, staff and partners.

Our people are what makes UWE Bristol the ambitious and inspiring place that it is. It is through their engagement, values and expertise that we transform futures – with and for our students, communities and across the globe.



## Staff Excellence Awards

Every year UWE Bristol celebrates the achievements of staff, both teams and individuals, at the Staff Excellence Awards. This is an opportunity for staff across the University to come together and reflect on the successes from the past year.

**Alyssa Willis**, Head of Student Communications, and **Neil Clark**, Web Coordinator and Product Manager, were awarded the Digital Champion Award for their work on the UWE Bristol Mobile App. In Alyssa's own words:

*"Being recognised by the University for the work that Neil and I put into the UWE Bristol Mobile App was definitely one of the highlights of my time at UWE Bristol. Neil and I were a bit bemused by being nominated, to be honest. It's one of those serendipitous things that came about because we realised that there was a channel being heavily used by our students, and we knew that there were things we could do to make it better."*

*"I've always loved working at UWE Bristol – we really do change peoples' lives – but working with such a great colleague, with such fantastic drive to deliver quality is really secondary to the award. Having the Staff Excellence Awards just shows that even if you think you're just doing your day job, your contribution is really noticed, and valued."*

# 3

## Our Place

Creating an inspiring local and global gateway to the future

*Future challenges are increasingly complex and require collaboration and leadership across industry sectors, regions and countries. Throughout our strategy, we have set out how we will transform futures by powering the future workforce, supporting local economic prosperity, shaping the health and sustainability of our communities and creating solutions to global challenges.*

As we continue to invest, we will be ambitious in the design and use of our spaces and services. We will be a leading healthy and sustainable university, focusing on the **development of healthy, safe, sustainable and inclusive campuses** and spaces that showcase our personality, values and success, and engage local communities. The development of our environment will include the guarantee of accommodation on campus for all students in their first year, with supporting facilities that strengthen their engagement with the university community and all it has to offer.

We will create a fun and vibrant environment by locating sports activity and green spaces across all our campuses, and use agile pop-up spaces to support the enterprise of our students, staff and communities. We will continue to work in partnership with cultural and community organisations to enhance our localities.

We will explore the use of smart sensor technologies and AI across our estates, to improve our environment and support our staff and students to succeed.

We will secure meaningful reductions in our carbon footprint; support clean and efficient mobility and physical infrastructure, and promote species diversity across the University estate.

### A sustainable university:

UWE Bristol recognises the climate and ecological emergency. Through our 2030 Strategy we will work to address the urgency of the challenges that these present and strive to fulfil our role in the achievement of the United Nations' Sustainable Development Goals. We will therefore:

- Be carbon neutral as an organisation, with net-zero emissions of greenhouse gases by 2030
- Work through the ISO 14001 standard to set clear targets and plans to reduce water and energy use, cut waste generation including food waste, and support biodiversity
- As signatories to the UK Plastic Pact, eliminate all but essential single-use plastic and meet the 2025 targets for recycling and reuse
- Establish all our campuses as clean air and smoke-free zones
- Invest in and secure year-on-year improvement in travel sustainability for staff, students and visitors
- Work with our students to explicitly address climate change and environmental challenges through our teaching, learning and curriculum
- Support research that addresses issues relating to climate change, environmental challenges and biodiversity

Targets, timescales and detailed plans will be set out in the UWE Bristol Transforming Futures Climate Action and Sustainability Strategy.







## University Enterprise Campus, creating a local and global gateway to the future

We will transform our Frenchay campus into a smart city district and world-leading University Enterprise Campus, supporting innovation, collaboration and creativity. Our campus will be known internationally as a **living laboratory**, where future thinking is tested and a pioneering spirit is developed between industry, business, students and the community. It will be a place for teaching, research, and business enterprise, with residential, hotel, leisure and student facilities, inspiring and empowering people to realise their potential. It will enhance our innovation ecosystem and create significant jobs and opportunities, and put this part of Bristol on the map for its expertise in high-tech engineering, innovation and enterprise.

The University Enterprise Campus will have enhanced physical and digital capability generated through industry partnerships and joint ventures. We will showcase best practice in design, technology, construction and sustainability, creating significant benefit for our University, local communities and the economy. It will be supported by fast fibre and 5G technologies.



## Enterprising by design

We will be enterprising by design, creating digital and physical infrastructure to support creative and enterprising student, staff and partner experiences across our campuses.

We will also continue to strengthen the connectivity of our business processes, based on trust and accountability and utilising innovative IT solutions to ensure rapid improvement to streamline and enhance our activities. This will include applying **digital systems to provide intuitive and efficient service delivery** for our staff and students, focused on their needs and empowering them as users – across mobile, tablet and desktop platforms.

**Our business led, technology-enabled processes will be seamless and secure** for our students, staff and external partners, centred on cloud-based systems and user-centred experiences.

Our integrated systems will further support the University to be a **‘testbed’ for new and innovative solutions** to advance the ways of working in our university community.

*“It’s great to be able to tap into the creativity of all kinds of tech start-ups, to learn from each other and build lasting relationships that could lead to ground-breaking collaborations.”*

Rob Parkes

Co-founder Service Robotics  
Future Space resident

## Inspiring local and global gateway

### University Enterprise Zone

UWE Bristol’s University Enterprise Zone (UEZ) is one of four University Enterprise Zones in the UK originally commissioned by central government.

The facility brings together the whole innovation pipeline, creating unique opportunities to drive forward innovation and enterprise, supporting the region’s local economy. It consists of the **Robotics Hardware Incubator**, a start-up space for hardware development; **Launch Space**, an incubator for early-stage start-ups set up by recent graduates; the **Health Tech Hub**, a lab space and facilities for collaborative university/business R&D; **BRL Robotics Innovation Facility**, promoting adoption of robotics and automation; and **Future Space**, an innovation centre for start-ups and fast-growth businesses.



### Bristol Zoo partnership

UWE Bristol have been working very successfully with Bristol Zoo for over 10 years, and this has grown into a strong and mutually beneficial partnership that has seen the successive development of two undergraduate courses (FdSc Integrated Wildlife Conservation; BSc Wildlife Ecology and Conservation Science) and one postgraduate course (MSc Advanced Wildlife Conservation in Practice). These courses are delivered jointly at Bristol Zoo and UWE Bristol and continue to attract high numbers of students. Discussions are now underway regarding the development of another joint MSc degree in Primatology/Primate Conservation, as well as joint supervision of MSci students and MRes projects, so the partnership continues to go from strength to strength.

Together, UWE Bristol and Bristol Zoo have also successfully gained external funding for joint research projects.

A recent example of this is the collaborative Western lowland gorilla conservation project in Equatorial Guinea. The team have recently been awarded \$32,000 from National Geographic Society’s grant. This award, along with the Arcus Foundation grant that they received, brings the total funds raised by the collaborative (Zoo:DAS) team for the project to \$97,000, which is enough to cover all field activities until September 2021.



*Business gathering in Future Space located in the University Enterprise Zone*

# Summary of key actions as we shape our future to 2030



*Artist's impression of the new engineering building*

# 1

## Our Purpose

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

**UWE Bristol will be recognised as the leading university for outstanding practice-led learning, fostering the development of ready and able graduates:**

- Every course will be designed to maximise the employability and enterprise of our students and prepare them for the far-reaching possibilities and challenges of the future.
- Ambitious and innovative courses by design and delivery will be developed in priority areas, working with industry, the professions, the public sector, community organisations and other education providers.
- We will be a leading university in our work with schools, colleges, employers and external organisations to support student transitions into, through and beyond university, recognising the diverse pathways and backgrounds of our students.
- As a catalyst for social change, we will build on our well-established and successful programme of educational opportunities, from early years to doctoral level, working in partnership across our region to address educational and social inequalities.
- Ambitious and inclusive pathways into and through higher learning will be developed, working with partners and based on skills needs and emerging markets.
- We will achieve significant growth in our apprenticeship provision, working with employers and our further education partners in line

with our practice-led approach, with a commitment to delivering excellence.

- Our strategic national and international partnerships will be enhanced with leading institutions, increasing our international student population and strengthening our research beacons.

**Ready and able graduates, recognised as ambitious, collaborative, innovative, inclusive and enterprising:**

- A personalised student journey will be achieved to target support and coaching for all students, with no gaps in satisfaction, attainment and outcomes for students with protected characteristics.

**Research with impact, focusing on internationally excellent research with real-world impact, enhancing the student experience and the global reach and reputation of UWE Bristol:**

- UWE Bristol research beacons will be globally recognised and shape the academic character and reputation of the University around digital futures, health and wellbeing, creative and digital technologies and sustainability by design.

**An enterprising culture throughout:**

- Delivering an enterprise curriculum across all areas of the University to ensure our graduates have the attributes and attitudes valued by employers in knowledge-intensive sectors and to address local and global challenges.



Warm up for the Bristol 10K

# 2

## Our People

Creating opportunities  
to thrive and flourish

**UWE Bristol will be an employer of choice, recognised for our values and as the place to make a positive difference to the future:**

- Every member of staff will be proud of their role in transforming futures.
- We will increase the diversity of our workforce through innovative and targeted interventions.
- Learning will form part of the ways of working for every member of our university community. We will be a space to test and learn and to be open, honest and confident.
- The ways in which we work build collaboration, drawing on the significant talent and expertise from across our university community and working in partnership with our students.
- We will empower staff to take a solutions-based approach, in a culture that supports agility, openness, the testing of new ideas and the learning that this brings.

**Future focused, developing and supporting staff to thrive and flourish in a global knowledge economy:**

- The design of our roles, the ways in which we work, how we attract and retain our workforce, and our opportunities for life-long learning and development, will be based on our values, digital fluency and commercial awareness.

**Healthy and sustainable:**

- We will be the leading health promoting university, demonstrating significant health gain for our staff and students.
- We will be recognised for innovations that empower people to thrive and flourish, and shape the health and sustainability of future communities.



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# 3

## Our Place

Creating an inspiring local and global gateway to the future

- The development of our university environment will include the guarantee of accommodation on campus for all students in their first year, with supporting facilities that strengthen their engagement with the university community and all it has to offer.
- Our Frenchay campus will be transformed into a smart city district and world-leading University Enterprise Campus, supporting innovation, collaboration and creativity.
- We will continue to work in partnership with cultural and community organisations to enhance our localities.
- We will work to address the challenges presented by the climate and ecological emergency through our Transforming Futures Climate Change and Sustainability Strategy, including a commitment to be carbon neutral as an organisation, with net-zero emissions of greenhouse gases by 2030.

**Enterprising by design, creating digital and physical infrastructure to support creative and enterprising student, staff and partner experiences:**

- Efficient and effective, utilising good business design and technology solutions to streamline and enhance all our activities.
  - Seamless and secure business led, technology-enabled, processes for our students, staff and external partners, centred on cloud-based systems and user-centred experiences.
- A leading healthy and sustainable university, creating a culture and environment that enhances health and wellbeing in our staff and students:**
- Healthy, safe, sustainable and inclusive campuses and spaces that showcase our personality, values and success and engage local communities.





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**UK Quality Assured**

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