

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 11.

2 | Transforming Futures People Strategy

Strategy 2030 sets out a clear and ambitious future for UWE Bristol, across our academic activities (our Purpose), our People, and our Place. This provides the guiding light for our Transforming Futures People Strategy, capturing the people priorities from across each of these areas and setting out how these will shape our future as employees in a thriving university community. We are a people organisation and our people are at the core of everything we do. Our Strategy 2030 is not an isolated strategy, we will continue to build on the actions and learnings from our Strategy 2020 and demonstrate that continuous improvement and constant iteration will be the key to unlocking UWE Bristol's potential.

Our Transforming Futures People Strategy also takes into account the impact of the Covid-19 global pandemic, which has created unprecedented challenge, but also significant opportunity. We have learnt more about the strengths and weaknesses of our culture and seen the significant potential to accelerate our digital agility and the adaptation of our ways of working to be fit for the future.

A summary of the main points taken from our Strategy 2030 is captured below.

Key priorities from the 'People' focus of Strategy 2030:

- Every colleague will be proud of their role in transforming futures.
- We will increase the diversity of our people through innovative and targeted interventions.
- The ways in which we work will build on collaboration, drawing on the significant talents and expertise from across our university community and working in partnership with our students.
- We will empower our people to take a solutions-based approach, in a culture that supports agility, openness, testing of new ideas and the learning that it brings.
- Learning will form part of the ways of working for every colleague. We will be a space to test and learn and to be open, honest and confident.
- The design of our roles, the ways in which we work, how we attract and retain our colleagues, and our opportunities for life-long learning and development will be based on our values, digital fluency and commercial awareness.
- We will be the leading health promoting university, demonstrating significant health gain for our colleagues and students.
- We will be recognised for innovations that empower our people to thrive and flourish and shape the health and sustainability of future communities.



Key priorities (that have informed the people strategy) from the 'Purpose' focus of Strategy 2030:

- Recognised as the leading university for outstanding practice-led learning.
- Ready and able people (maximising employability and enterprise).
- Courses built in partnership with industry, the professions, the public sector, community organisations and other education providers.
- Personalised student journey will be achieved – delivered by people who experience a personalised people journey (PJP: People Journey Programme).
- Drive forward growth in apprenticeships, in line with our practice-led approach and with a commitment to delivering excellence.
- Enhanced global connections, increasing our international student population and strengthening our research beacons.

Key priorities (that have informed the people strategy) from the 'Place' focus of Strategy 2030:

- Development of healthy, safe, sustainable and inclusive campuses and spaces.
- Creating digital and physical infrastructure to support creative and enterprising students and colleagues.
- Efficient and effective, utilising good business design and technology solutions to streamline and enhance all our activities.
- Empowering and enabling our university community to maximise the opportunities of being part of a world-leading University Enterprise Campus.

The development of our 10 year Transforming Futures People Strategy to support these priorities has been based on a set of strategic considerations:

- To enable the simultaneous delivery of business as usual activities alongside an ambitious 2030 vision and strategy.
- How we need to shape the evolution of our organisational model, including the evolving requirements for our leaders.
- How we identify and build the diverse capabilities that are needed to create sustainable high performance over time.
- How we facilitate prioritisation and resource allocation, in the context of an ambitious change agenda.
- How we leverage collaboration as a key lever in helping our values come to life.
- How we measure progress towards our desired culture of high-performance and high-engagement.
- How the macro economic landscape (business and people focus) will impact on the future people model of the University.

The world of work – a new era

Technological shifts

Generational shifts

Social shifts

FUTURE OF WORK

- The rise of 'We Working'
- Less doing and more thinking
- Working globally
- Continuous upskilling, learn and unlearn
- Create social impact through work

When we put all of the above together it is clear that we have a significant task ahead, one which we are ready to embrace and are confident can be achieved through clear vision and mission/purpose and with the talent and expertise of our university community.

Don't get comfortable.

Comfortable never

changed the world.

Our vision/mission and strategic pillars for our Transforming Futures People Strategy are summarised in the image below.



Image 1 Summary: our people strategy

Our People Strategy Vision is:

Shaping futures together: Transforming futures with real-world relevance, opportunity and inclusivity. Making a positive difference to our students, our staff, and our partners.

Our People Strategy Mission is:

Driving a revolution in how we learn, analyse and contribute to the world we live in.

UWE Bristol in 2030:

At UWE Bristol, we do university differently. We challenge convention. Pushing ourselves to achieve our best. We are a community of thinkers, doers and disrupters. Putting people centre stage, acting with purpose and relevance in a complex world. We are university done right for the right reasons. We're the place to make the difference.

Our strap line:

Working together, everyday better.

Our achievement of this will be based on working in partnership together, as one UWE Bristol community, to deliver our higher purpose whilst always living our values.

2.1 | Strategic priorities

The People vision will be realised through 3 delivery pillars – culture, effectiveness and talent (image 2 below). Everything we do over the next 10 years will be aligned to one of these pillars.

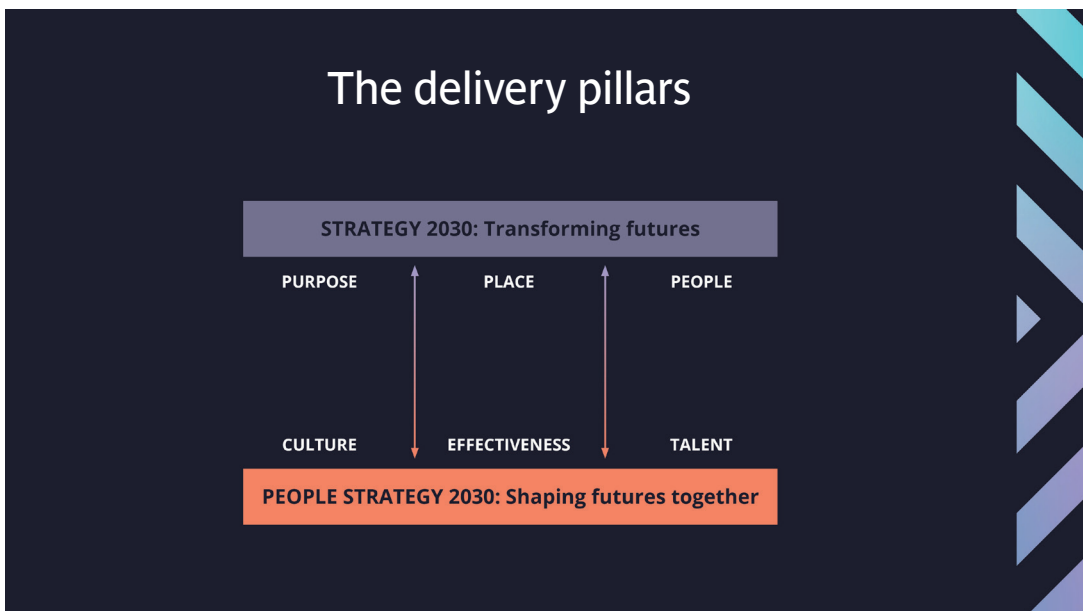


Image 2 The delivery pillars

Culture:

Every colleague understands our higher purpose and lives and breathes our values. We strive for excellence in the 'what' and 'how'. We will:

- Inspire and enable everyone to live our values and feel part of our higher purpose.
- Foster partnership working across invisible boundaries and a climate fuelled by trust and co-operation.
- Empower our people to be disruptive thinkers, to take risks, solve problems and create opportunities for growth.
- Support people to be well, happy and to have fun in their work.

Effectiveness:

We work together in a flawless ecosystem on a journey of continuous improvement. No problem is too big, no issue is too complex. We will:

- Co-create the right environment and tools to do the job so our people can be their best.
- Create eco-systems, processes, policies and systems that are accessible to all.
- Create work spaces for innovation, collaboration, reflection and thought leadership.

Talent:

UWE Bristol is a diverse talent magnet, filled with highly capable, technically savvy and commercially aware people. We will:

- Enhance recognition through personalised development and career opportunities for everyone.
- Ensure we are truly diverse and operate without bias, that we think globally and respect local difference.
- Develop new and flexible ways to learn to develop a wide range of essential skills.

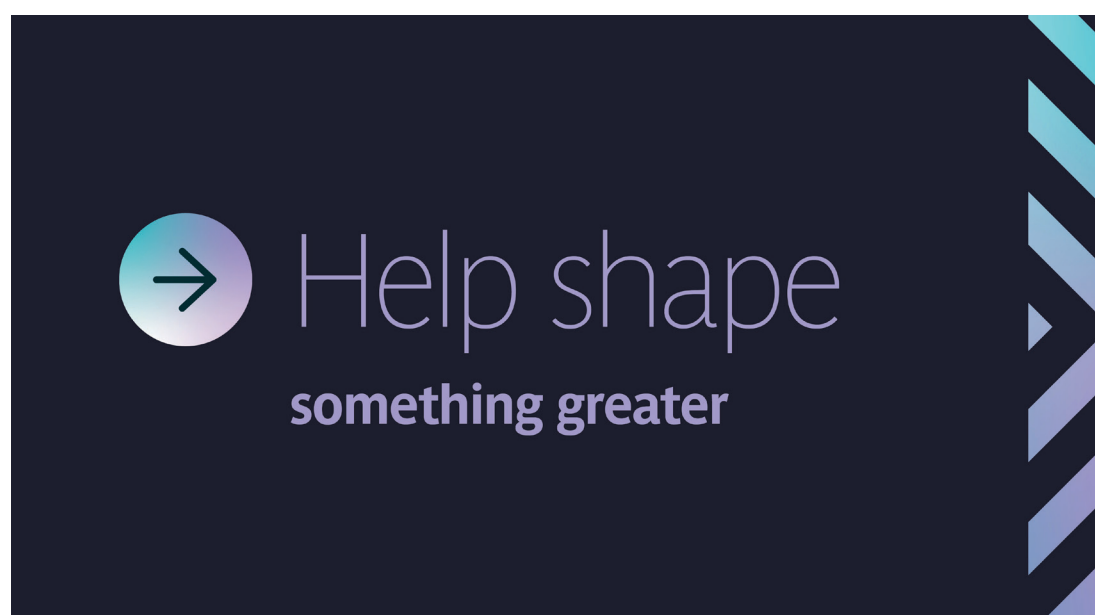
2.2 | How we will measure our progress

The ultimate measure of performance will be through an engagement survey.
The target for engagement for 2030 is 75% (GPTW accreditation is 65%+).

There will be a people balanced scorecard that will sit underneath the main measure of the Great Place to Work engagement survey. This will include nine additional measures outlined in image 3.



Image 3 People balanced scorecard



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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