



People Strategy 2025-2028

Contents

Foreword.....3

The journey so far.....4

Informing the development of a new People Strategy.....6

Staff Survey 2024 Key Results.....7

Principles.....8

Our People Mission.....8

Our People Vision.....8

Our Values.....9

Our Promises.....9

Our Strategic People Goals and Objectives.....10

Measuring Our Success11

Our Commitment to Our People.....11

Foreword

Impact 2028 sets out the University’s strategy and our priorities in relation to a commitment to lifelong learning, impactful research, access, inclusion, well-being, sustainability and the digital ecosystem. Bringing exceptional people together through a shared purpose and the desire to make a difference aligned with these ambitions has enhanced our position as a destination of choice for a celebrated diverse body of staff and students. I am proud that in the recent staff survey¹, 95 % of staff said that they felt their work contributed to UWL’s success, 84 % of staff felt proud to tell people that they worked for UWL and 89 % of staff agreed that UWL works to attract people from diverse backgrounds.

Our People Strategy has been developed collaboratively, through consultation with key stakeholders across the University including our trade union colleagues. It has been informed by our recognition that high performance is intertwined with technical innovations which connect people and act as an enabler for excellence and innovation.

The Human Resources team provides a significant range of services and support to our community. However, we know that to support the University’s aspirational vision for the future, we need to continually develop and build upon what we do. Our People Strategy sets out our core mission and values, our strategic people goals and objectives, and how we will measure success.

But this is only part of the story. Our People Strategy will be underpinned by clear and accountable action plans, and in ensuring that we get right the foundations of Human Resources: we have clear policies in place, we have efficient systems and processes as well as high-quality data available. We know that time is precious, and by reducing the amount of time and effort required to navigate essential Human Resources processes and systems, we can help Our People to attain their very best.

We want our People to embrace their unique talents and grow in confidence and capability to enhance their part in growing and developing the University, they have a strong sense of purpose as their work contributes to the success of the University which provides a supportive and friendly working environment.

We have worked so hard as an institution to make sure we have an outstanding student experience and one that has received multiple plaudits. Through this new People Strategy, it is time that we attained a similar “staff experience”. It is my intention that this Strategy document is regularly updated, so it better reflects the actions we need to take and the outcomes we endeavour to achieve. I want it to mean something useful to each and every one of you.

I look forward to working with you all in the delivery of this strategy and in our journey to building an inclusive working environment, where we continue to innovate, achieve our very best, and make UWL an excellent place to work.

Adrian Ellison
Pro Vice-Chancellor, People and Digital
June 2025

¹Working Life at UWL questionnaire, November 2024

The journey so far

UWL's previous **People and Organisational Development Strategy, 2021-25**, was published in 2021. It set out the University's ambitions in developing its people over the coming years, through a clearly stated vision, mission and five strategic goals.

The aim of that strategy was to provide an immediate, on-going and long-term framework for engaging, sustaining, developing and managing UWL's people to be fit for purpose in delivering the commitments outlined in the University's then strategic plan *Achievement 2023* and beyond.

Achieving that Strategy was predicated on staff:

- understanding UWL's vision and values;
- being motivated and contribute to a positive culture and work effectively;
- accepting responsibility and accountability in their roles;
- being clear of the expectations of their role and how it fits in;
- having the right skills and continuously developing these to remain innovative and impactful;
- being flexible, adaptable and responsive;
- creating a welcoming, inclusive community;
- being led and managed well; and
- engaging in driving continuous improvement in the way they work.

Above all, UWL staff should be clear on the difference they make to the student experience, our enterprise and research activities as well as to all of our University successes through their everyday contribution and activities.

The Strategy set out five Strategic Themes. Let's consider these and how well we did in achieving our goals.



Rewarding, recognising and engaging talent

- In 2024, 73 % of academic staff who applied for promotion were successful.
- 16 % of professional services staff were promoted internally.
- UWL achieved the Athena Swan Bronze Award

Celebrating our diversity and enhancing inclusion

While there is still much work to be done, UWL has chalked up some significant achievements in this area:

- UWL saw a year-on-year further reduction in its gender pay gap, from 12.2 % in 2021 to 8.4 % in 2024.
- UWL saw a year-on-year further reduction in its ethnicity pay gap, from 14.3 % in 2022 to 8.3 % in 2024.
- 41 % of UWL staff were minority ethnic (ME) compared with a sector average of just 13 %.
- The number of staff declaring a disability went up to 6.9 %.
- The number of staff declaring their religion and sexuality went up (to 92 %), which combined demonstrated a level of trust in the institution.

Attracting and retaining excellence

UWL has further enhanced its reward package. Staff now benefit from a clear package of rewards and benefits² including pay, pension (including a direct contribution scheme with no employee contribution) and from 2024, access to an electric vehicle salary sacrifice scheme.

² [Pay, Benefits and Pension](https://www.uwl.ac.uk/pay-benefits-pension)
www.uwl.ac.uk/pay-benefits-pension

Culture and organisational effectiveness

UWL ran its first Festival of Inclusion and Wellbeing in July 2024, which attracted over 300 participants from across the organisation. (98 % of those attended were either satisfied or very satisfied with it). Feedback has been overwhelmingly positive, and on the back of that feedback, UWL has devised a "bitesize" programme of events and wellbeing support activities each month, aligned with the University's key "themes of the month".

“
**Inclusive - something for everyone.
Really made me think.**
”

Developing and enhancing our talent

- 97 % of academic staff achieved an HEA or other recognised qualification (against a target of 98 %)
- 67 % of academic staff and 13 professional services staff have a doctoral qualification, exceeding our 60 % target
- 72 % of staff were recorded as having engaged with continuous professional development (CPD) activity – while this falls short of our 95 % target, much of the difficulty has come from staff recording their CPD activity, which is believed to be much higher than the data would suggest.

Informing the development of a new People Strategy

As we began to update our People Strategy, it was essential that we aligned it with *Impact 2028*, to drive UWL’s people ambitions forward, to inspire and develop a workforce fit for UWL’s future.

Impact 2028 sets out two relevant enabling strategies, namely:

- Creating a high performing staff culture
- Embed an inclusive and diverse culture across the University.

UWL has consulted widely on the development of its new People Strategy, through a range of with key stakeholder groups, including: the Board of Governors, members of the Executive and Senior Management groups, the Staff Networks, the trades unions, and, through the HR Partners, with each operational area of the University. The staff survey undertaken in November 2024 and shared the results with staff in February 2025 has also informed the strategy. In addition, a number of focus groups were held in early 2025 to further feed into the process.



Staff Survey 2024 Key Results

AREAS OF STRENGTH

- | | |
|--|---|
|  Supportive culture and managers |  Communication on what happens across UWL |
|  Feeling that work contributes to UWL’s performance |  Collaboration across teams & sense of community |
|  Flexible working approaches |  Attracting people from diverse backgrounds |

AREAS FOR IMPROVEMENT

- | | |
|---|--|
|  Feeling that UWL values wellbeing |  More flexible and hybrid working opportunities |
|  Having the tools to do the job well |  Improvements to the working environment |
|  Support to develop your career |  Better management capability |

FEEDBACK FROM PEOPLE STRATEGY FOCUS GROUPS 2025

- | | |
|---|---|
|  Introduction of a flexible working policy |  Physical spaces for staff to decompress and collaborate |
|  Improvements to workloading and accessibility of information to do job well |  Greater visibility of leadership and empowerment of managers |
|  Safeguarding of time for CPD, wellbeing, EDI and Research |  More cross-functional initiatives to improve collaboration and support a consistent culture |
|  Clear progression route for professional services staff |  More policies to support wellbeing |
|  More recognition and reward of staff contributions |  Reinforce the message about making the staff experience culture as core as we have done with the student experience |
|  Listening to the staff voice | |

Principles

A number of core principles were agreed with the Board of Governors and the Workforce Advisory Committee, to further inform the new People Strategy. These were:

- Build upon the previous strategy and what has already been achieved
- The existing Vision and Mission were still fit for purpose
- The Values needed to better align with those in *Impact 2028*
- The five core strategic themes were still valid but these need to be better aligned with *Impact 2028*, reflect feedback from stakeholders, and include more reference to overall sustainability
- Inclusivity, accessibility and wellbeing should be not only embedded but celebrated
- The new strategy should be for *all* the people at UWL, including those that are hourly paid, student workers or those otherwise engaged
- The new strategy needs to recognise what UWL has achieved with the student experience and look to build on this experience and better align our people approach with our student approach, to create a real “staff experience” culture.
- The strategy needs to be more of a “living document” and be something that everyone can relate to and refer to.

Our People Mission

Our Mission is to
nurture talent in all its forms, regardless of social background, gender, sexual orientation, and ethnicity; and empower our people to be confident, healthy, leading career professionals.

Our People Vision

The Vision is
to ensure UWL people work within a diverse, enriching, engaging and healthy working environment, inspiring all to become innovative, digitally-enabled and creative professionals, connecting them to exciting and rewarding careers.

Our Values

- **Excellence:** we commit to excel in all that we do.
- **Innovation:** we commit to be creative, responsive, and progressive.
- **Integrity:** we commit to be honest, ethical, authentic, and accessible.
- **Inclusivity:** we commit to respect and embrace equality and inclusion.
- **Social responsibility:** we commit to act for the public good.
- **Courage:** we commit to take the risks necessary to achieve our goals.

Our Promises

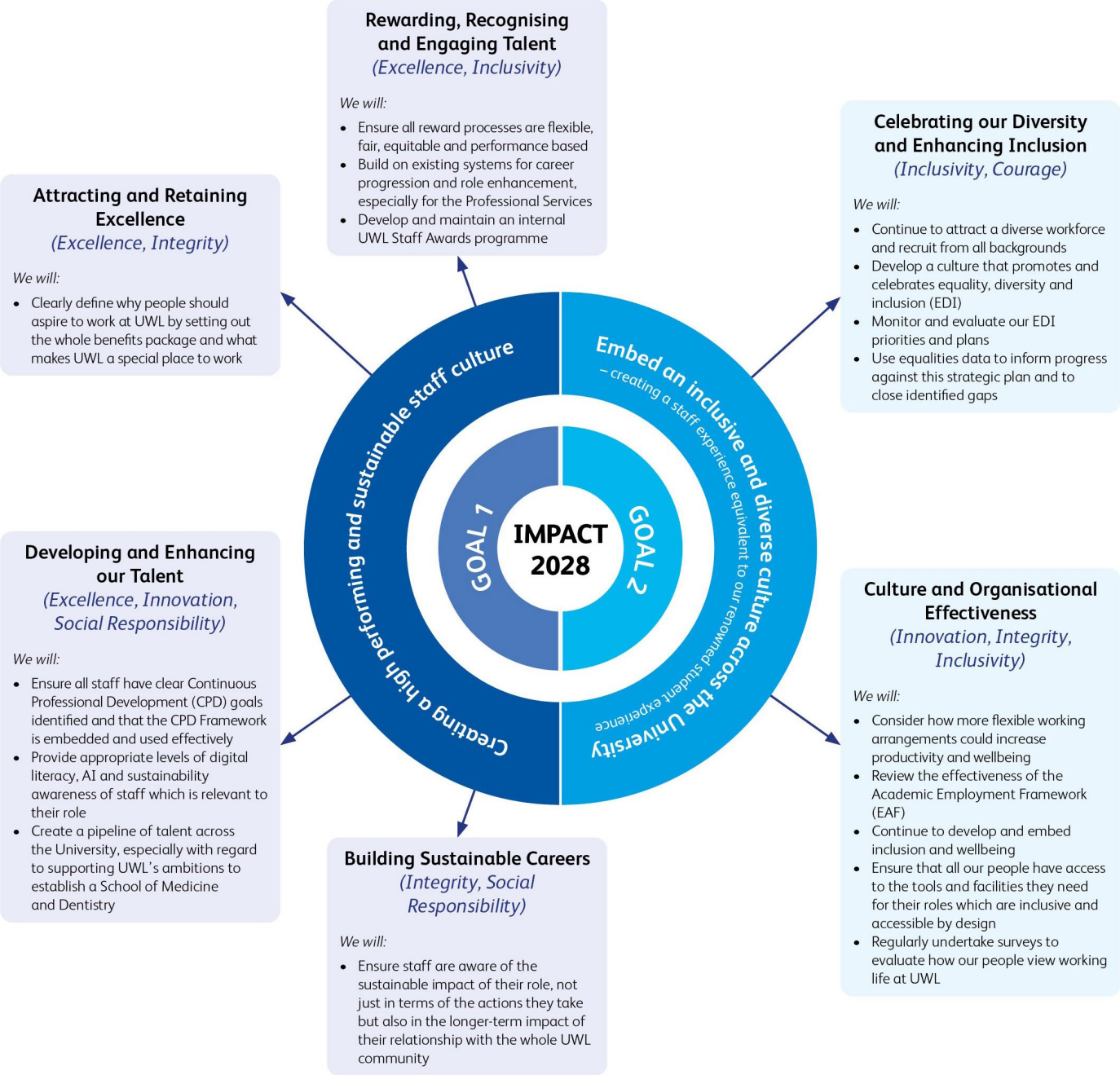
We will:

- help all our people to discover their purpose and translate that into a fulfilling career and a meaningful life.
- actively seek creative ideas, perspectives, and voices.
- provide support for everyone’s physical, mental, and emotional health.
- provide opportunities for meaningful engagement with partners beyond the University.
- ensure a vibrant University community for all.



Our Strategic People Goals and Objectives

(Alignment with UWL values shown in blue)



Measuring Our Success

We will track our effectiveness in delivering Our People Strategy through key metrics linked to Our Strategic People Goals and Objectives.

1. Rewarding, Recognising and Engaging Talent Metrics

Promotion Rate:

Percentage of employees promoted within a 12-month period

Internal Mobility Rate:

Percentage of employees who move to different roles within the University

2. Attracting and Retaining Excellence Metrics

Time to Hire:

Average number of days taken to fill a vacancy

First-Year Turnover Rate:

Percentage of new recruits who leave within their first year

Retention Rates:

Percentage retention rate of new recruits over a 3-year period

3. Developing and Enhancing our Talent Metrics

Training Attendance Rate:

Percentage of employees who attend training sessions arranged by Learning and Organisational Development

Learner Satisfaction Rate:

Measure of employee satisfaction with training, obtained through post-training evaluation forms

Continuing Professional Development (CPD) Rate:

Percentage of employees who completed and logged CPD activity and the impact of that activity

4. Building Sustainable Careers

Sustainability Activity Engagement Rate:

Increase employee awareness of the sustainability impact of their roles and percentage of employee engagement in sustainability initiatives

5. Celebrating our Diversity and Enhancing Inclusion

Employee Demographics:

Numbers of employees by demographic characteristics - gender, race, ethnicity, age and disability status

Inclusion and Belonging:

Measure of how included and valued employees feel, broken down by demographic, through staff survey every 2 years

Promotion Rate by Demographic:

Percentage of promotions within different demographic groups

6. Culture and Organisational Effectiveness Metrics

Absenteeism Rate:

Percentage of working days lost due to unplanned sickness absence

Employee Satisfaction and Engagement:

Measure employee satisfaction, engagement and wellbeing support, through staff survey every 2 years and regular pulse surveys

Support of Employee Wellbeing:

Number of staff engaging in inclusion and wellbeing activities and level of satisfaction

Charter Mark:

Achievement of Athena Swan Silver award

Customer Service Excellence:

Achieve the Customer Service Excellence Award (or similar) for Human Resources.

Our Commitment to Our People

We will regularly assess our progress in delivering Our People Strategy by listening to feedback through regular pulse surveys and stakeholder groups. That means Our People Strategy Delivery Plan will be living and breathing, it will continually be reviewed to ensure the actions improve our service delivery across the University. This will ensure we provide proactive, pragmatic and business-focussed advice and guidance to empower and develop Our People to deliver a university that challenges, inspires, transforms and achieves.



The University
of West London
St Mary's Road
Ealing
London W5 5RF



The University
of West London
Boston Manor Road
Brentford
Middlesex TW8 9GA



The University
of West London
Fountain House
2 Queens Walk
Reading RG1 7QF



Drama Studio London
Grange Court
1 Grange Road
Ealing
London W5 5QN



Ruskin College
Ruskin Hall
Dunstan Road
Old Headington
Oxford OX3 9BZ