



# **UHR PLAN**

## **2026-2030**



## ABOUT US

UHR is the membership organisation for human resources and people professionals in higher education in the UK. UHR is part of Professional HE Services (PHES), the umbrella, not-for-profit, professional services organisation owned and funded by annual subscriptions from universities and higher education providers (HEPs).

## THE IMPORTANCE OF PEOPLE MANAGEMENT

Effective people management is crucial for the success and long-term sustainability of higher education providers. Engaged and motivated teams contribute to higher performance, ensuring universities and their stakeholders meet their objectives. UHR supports its members and their people professionals in leading this critical function.





## OUR VISION

To be the leading network for people professionals in higher education, driving innovation and excellence in people management.

## OUR MISSION

To support the development and strategic management of people within UK higher education through collaboration and resources, professional development, and policy influence.

## OUR VALUES

We strive for integrity, inclusivity, and improvement in all we do and support our members to do this too.

## OUR OFFER

We provide people professionals at all stages of their career with networking, development and resources, designed with the sector's goals and operating environment in mind; and a voice for the people profession and on people matters within and beyond higher education.

## OUR STRUCTURE

We have regional and devolved national groups and national, online communities of practice and special interest networks, which together enable topic and geographically based collaboration, development and sharing resources and information. A nationally and geographically elected Executive board oversees the strategic direction and priorities that members identify, and these are delivered through a small team of UHR staff and many member volunteers.

## OUR AIMS:

- To inspire people professionals at all levels by celebrating successes, sharing insights, and promoting good practice.
- To equip people professionals with the knowledge and skills necessary to thrive and contribute optimally throughout their careers in higher education.
- To advocate for the people profession in higher education by informing and influencing decision-makers on people management issues.

## OUR OBJECTIVES:

- Cultivate a sustainable, inclusive high-performing culture within HR, OD, and People Services teams, helping universities manage change, leverage opportunities, and enhance organisational effectiveness.
- Represent the people profession both within higher education and beyond, ensuring the people agenda is prioritised by all.
- Collaborate with like-minded organisations to create synergies and efficiencies for our members.

## OUR PRIORITIES FOR THE NEXT FIVE YEARS ARE:

### **Strengthening Member Engagement and Value**

- **CPD provision:** through webinars, events and development activities, tailored to the development needs of people professionals in HE.
- **Networking and collaboration:** by facilitating networking channels and opportunities for sharing and developing good practice, resources, information and support.
- **Member feedback integration:** by using insights from member surveys and other feedback to refine services and communication.

### **Advancing HR Thought Leadership**

- **Policy Influence:** Actively participate in national higher education and people management policy discussions, particularly in areas such as enhancing performance and effectiveness, equity and inclusion, and workforce engagement and well-being.
- **Research Initiatives:** Partner with commercial and academic researchers to conduct HR-related research that is relevant to people management in higher education.
- **Conferences and events:** Hold an annual virtual development event, with relevant content for all types of people professionals in universities, involving high quality, thought-leading speakers and practitioners; and in-person events, segmented for people professionals at different stages of their career.

## Leveraging Technology

- **Digital Transformation and Innovation in HR:** Invest in technology, with other partners in Professional HE Services, to enhance member experience and explore emerging HR technologies and methodologies, such as AI, for effective use in HR in higher education.
- **People Data and Analytics:** Build capacity in universities around people analytics and use of data to improve decision-making and efficiency.
- **Online Communities:** Develop UHR networks to foster efficient collaboration and sharing of knowledge and resources.

## Promoting Equity, Diversity and Inclusion

- **Inclusive Practices:** Identify and seek to remove any barriers to career progression within the people profession in higher education, by collecting and analysing data on members, participation in UHR's CPD and other development opportunities, and reporting on improvements.
- **Mentoring Scheme:** Strengthen the UHR Mentoring Scheme, particularly to support people professionals from underrepresented groups.

## Environmental sustainability and social responsibility

- Encourage members to adopt sustainable people practices, focusing on both environmental and social responsibility in workforce management.

## HOW WE WILL ADDRESS THESE PRIORITIES

### Promote Good Practice

We will identify and share good practices, solutions, and learning opportunities, through initiatives such as the UHR Awards, UHR specialist networks and communities of practice. We will also send delegates to relevant conferences and events to gain and share insights and opportunities for improvement.

### Facilitate Knowledge Sharing

Provide regular networking opportunities, both digitally and in-person, and produce essential resources such as guides and toolkits for people professionals in higher education where these do not already exist. Support Professional Development: Continue to review and enhance our portfolio to ensure it meets the evolving needs of our members, offering both virtual and face-to-face learning opportunities.

### Shape the People Agenda

Advocate for the people profession by participating in sector-wide discussions, producing research, and providing well-informed commentary on people issues in higher education.

### Identify Efficiency Gains

Build partnerships with organisations to leverage collective purchasing power, enabling members to access cost-effective and high-quality products and services.



## Collaboration and Partnership

UHR is committed to working collaboratively with other organisations to provide mutual benefits and avoid duplication. By sharing resources and expertise, we enhance HR's impact within and beyond higher education. We collaborate with organisations such as CIPD, HPMA, PPMA, UCEA, Advance HE, ECC, Jisc and with the other Special Interest Organisations within PHES, to align our efforts and strengthen the people profession across the sector and ensure that ideas, expertise and talent are shared between organisations and sectors, for mutual benefit and better work. Further information about those partner organisations is available both on our website and theirs.

## UHR Staffing and Engagement

We have a small, expert core team supported by sector specialists and volunteers from our membership. These champions help drive engagement, share knowledge, and advocate for key people issues within member institutions. We will also work closely with people professionals at all levels, ensuring they have the support and resources they need to succeed.

## UHR Resources and Communications

UHR's website is the main platform for accessing our resources. We regularly review the ways in which we communicate and share information with members, partners and stakeholders and seek to make the best use of technology and digital innovations, including social media, electronic applications and communication channels. Accuracy, accessibility, appropriateness and security will always be of paramount importance.

## Sustainable financial operating model

We recognise the financial pressures on our member organisations. Our "core plus" model allows all members to access essential resources while offering additional services, such as professional development activities, on a flexible basis. We will continue to review our subscription model and seek additional funding sources to ensure the financial sustainability of UHR.

## WHAT WILL SUCCESS LOOK LIKE?

### We will meet our aims and objectives and will:

- Maintain or grow our organisational membership base over the years to 2030.
- Increase by 20% the number of individual people professionals using UHR services by 2030.
- Maintaining our sustainable financial position, combining subscription and other income to cover expenditure on core activities and services, while using reserves to support strategic projects and member development.
- Wide participation in the annual conference and in person Summit and Connects events, with at least 75% of member organisations purchasing a team ticket in the years to 2030.
- Increase participation in specialist online networks to 1200 members.
- UHR will continue to be represented on or have direct input into key sector and professional working groups.
- New and stronger existing partnerships with external stakeholders that provide tangible benefits for UHR members and the partners, whether financial, or practical.
- The capacity of the people profession will be stronger, demonstrated by tracking the career progress of participants in UHR development activities.

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