



University of  
Nottingham  
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# Staff Wellbeing Delivery Plan

2020



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## Vision

We are a University that has high expectations of staff and student performance. Therefore, we will create a culture of support, development, empowerment, constructive dialogue, openness and mutual respect. This will ensure that staff and students can meet those high expectations, while feeling supported in their workplace environment.



# Introduction

**The concept of wellbeing is holistic and means different things to different people – particularly in the way that individuals manage their personal wellbeing.**

We have identified five core themes of wellbeing in this delivery plan. While none of them are mutually exclusive, all have the opportunity to be mutually beneficial. For example, for some people a healthy lifestyle is a significant factor in having good mental health. The University has a responsibility to support the wellbeing of its staff but there are areas of shared responsibility, where both the institution and the individual must play their part. We will empower staff to improve their own wellbeing.

# **Underpinning principles cutting across each of the thematic areas**

## **Collaboration, cohesion and consistency**

Actions need to be delivered consistently across the institution and must be aligned with our University values. All areas of the University should work together to ensure any contradictory messages are removed and resources and opportunities are maximised.

## **Awareness**

Interventions and initiatives should not simply fall into the category of specialist services. All members of our community have a personal responsibility for their own wellbeing. While there are direct support actions that the University can take, empowering staff to develop their understanding of their own health and wellbeing should be a core consideration when creating support activities.

## **Monitoring and learning**

It is vital that the University understands what a healthy work culture looks like, while continuing to monitor and measure outcomes from existing initiatives, to support continuous improvement. Ongoing review and learning from both inside and outside of the University should inform planning of activities and help to target areas for development based on best practice.

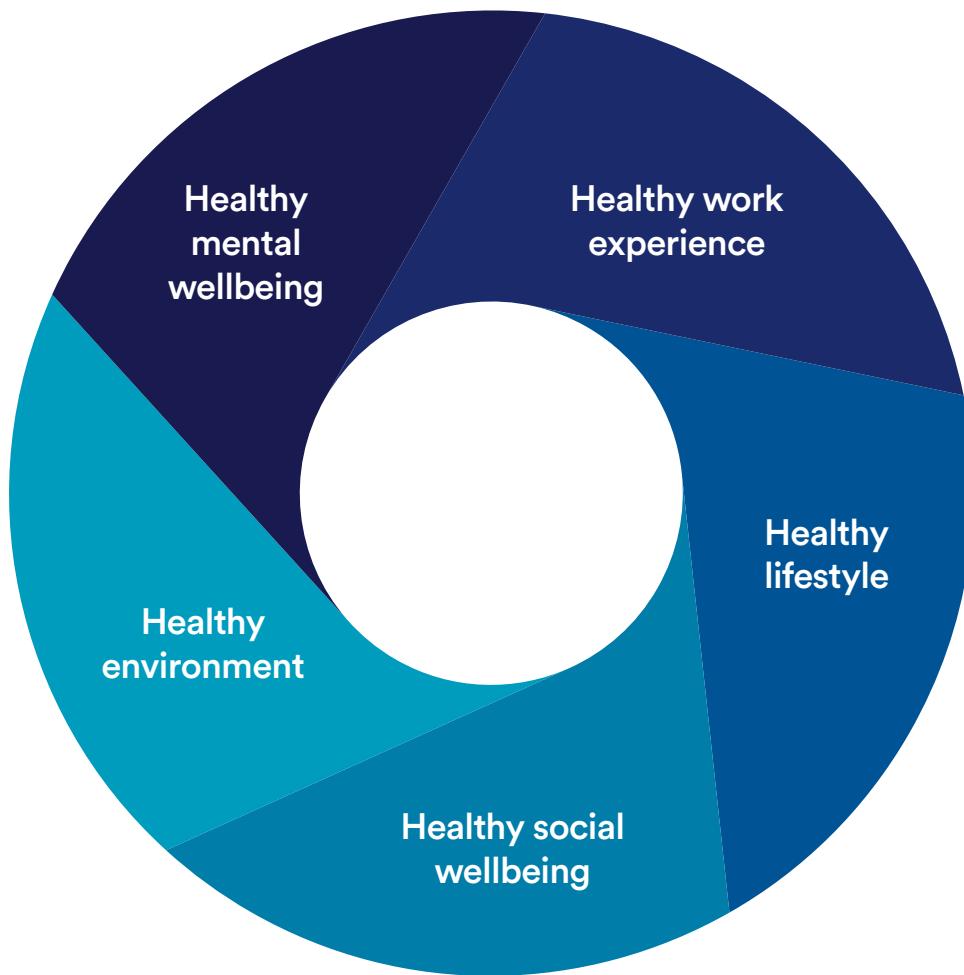
## **Visible to all**

The support available for staff will be clearly communicated and easily accessible to all colleagues across the University.



# Thematic areas

We have identified five core areas (thematic areas) to drive the Wellbeing Delivery Plan.



## Healthy mental wellbeing

Mental wellbeing is dynamic and can change regularly, impacting on our productivity and our capacity to work to the best of our abilities. Different challenges will be experienced by colleagues throughout their lives. The University needs to support our staff ensuring that a whole-university approach is adopted to meet this challenge.

Examples of existing activities, interventions or initiatives which align to this theme:

- Employee Assistance Programme (EAP)
- University counselling services/activities
- Mental Health First Aider provision
- Centrally provided courses for example Resilience and Mindfulness
- Existing policies and procedures for example Avoidance and Management of Stress Policy

## Healthy work experience

A healthy work experience should ensure that staff have the opportunity to be the best they can be at work. This includes opportunities for growth and personal/professional development, reasonable workloads, enabling staff to manage their work/life balance, undertaking work that they feel is valuable and an environment where they feel supported. All staff should feel comfortable to be themselves whilst also being part of the wider University community.

Examples of existing activities, interventions or initiatives which align to this theme:

- Flexible Working opportunities
- Leadership and Management and Professional Development opportunities including coaching and mentoring
- Employee Hub
- Occupational health
- Dignity Advisors
- Equality impact assessments
- Ensuring the health and safety of staff
- Existing guidelines and processes including; Appraisal and Development Conversations (ADC), Academic Promotions (Research and Teaching job family), Regrading (Operations and Facilities, Technical and Administrative, Professional and Managerial job families), Nottingham Reward Scheme.
- Workload Planning Framework (Research and Teaching job family only)

## Healthy lifestyle

A healthy lifestyle is important in supporting overall wellbeing. The University will empower staff to make informed decisions about their lifestyle habits, providing a range of information, services and interventions that can help staff make healthier choices and commitment to new/changed behaviours.

Examples of existing activities, interventions or initiatives which align to this theme:

- Support available through the Employee Assistance Programme (EAP) for example advice about sleep and rest, diet and nutrition support
- Cripps Health Centre: GP registration (please note: dependent on staff being within the catchment area) and service promotions
- Financial health support available through the Employee Hub/EAP
- Physical activities such as UoN sport membership offers
- Existing policies and procedures for example Drug and Alcohol Policy, No Smoking Policy
- Free eye tests
- Cycle to work scheme
- Voluntary private health insurance

## Healthy social wellbeing

Valuing diversity and inclusion are fundamental principles of the University. Driven by the Equality, Diversity and Inclusion (EDI) Strategic Delivery Plan, the University of Nottingham will be a place where our community is safe and supported; where staff can achieve their very best in their work; and diversity is both celebrated and used to support growth. We aim to create an environment where staff and students feel supported, respected and valued for their individual and collective contributions. The University is a community in which staff and students will be supported to collaborate and build respectful relationships.

Examples of existing activities, interventions or initiatives which align to this theme:

- EDI events
- Staff networks
- Chaplaincy and faith service
- Volunteering scheme for staff
- EDI training provisions for example working inclusively in teams
- Local/informal initiatives and activities
- Additional activities led through implementation of the EDI Strategic Delivery Plan

## Healthy environment

The University is recognised for its fantastic campuses and spaces, which enhance the experiences of staff coming to work every day. It is important to maximise the opportunities our campuses offer.

Examples of existing activities, interventions or initiatives which align to this theme:

- Maximising use of sports facilities (for example David Ross Sports Village and other local campus examples)
- Consideration of health and wellbeing in building projects
- Encouraging increased cycle use and walking while reducing vehicle use
- Existing provision for example office environment, eating, drinking, wash room facilities and use of the parenting rooms
- Culture (such as Lakeside facilities and events)
- A campus which supports walking, cycling and other healthy lifestyle activities



# Spectrum of intervention

Creating a holistic health and wellbeing culture is a long-term endeavour. We need to develop a range of initiatives to address concerns and to respond to the changing needs of our staff over time.

Recognising this, projects, initiatives and services will be considered as a part of a spectrum of interventions – helping us to identify where more resource or more emphasis is required on an evolving basis.

The table below seeks to identify some of the interventions already in place within the institution which may be useful to staff in supporting their wellbeing. Many of these interventions are relevant across all of the three categories, but have been listed once for ease of identification and signposting.

Preventative resources	Early response	Clinical and specialist services
Wellbeing Hub resources	Dignity Advisors	Employee Assistance Programme
Training and development resources, including coaching and mentoring through the Leadership and Management Academy	Mental Health First Aiders	University Counselling Services
Sport and physical activity programmes and activities	Peer support networks	Cripps Health Centre
Local Department/Faculty promotional activities and programmes	Line Managers*	Occupational Health
	Union support	Employment Relations team, including source of advice on reasonable workplace adjustments
	Estates, including Security Services	Health and Safety Team

\* It is recognised that our managers and leaders have significant roles to play in supporting staff wellbeing. However, we must always remember managers and leaders are staff members themselves with their own wellbeing needs, and support them accordingly. The role of line managers is referenced in this context.

# Recommendations

These recommendations have been reviewed and refined based on feedback from staff through consultation. Recognising the provisions already in place, a clear need emerged – to focus on a smaller number of new recommendations and to make these the priorities. The following recommendations have been included with this feedback in mind. Once these recommendations have been successfully delivered, the University will assess and identify any new areas of focus.

## Recommendations: priorities from 2020

Strategic theme	Recommendation	Indicative timeline
Healthy work experience	<ul style="list-style-type: none"><li>■ To undertake a strategic review of workload issues across the University, examining feedback from staff to analyse root causes and working cultures. Findings and recommendations will be reported to UEB.</li></ul>	To start 2020
Healthy mental wellbeing	<ul style="list-style-type: none"><li>■ Review and develop training provisions to better equip managers to discuss and support staff wellbeing; this should include training on managing staff with mental health issues</li></ul>	To start 2020
Healthy work experience	<p>In line with recommendations and actions following the Review of Support for Disabled Staff (undertaken in 2019):</p> <ul style="list-style-type: none"><li>■ Develop a toolkit for managers which includes guidance on how to agree and make reasonable adjustments</li><li>■ Through the toolkit, relevant training/development provisions and communications improve signposting of the support and resources available when supporting staff with disabilities</li><li>■ Improve and clarify the links between the HR Employment Relations Team/Health and Safety/Occupational Health and the Line Manager to ensure joined up support/solutions are achieved.</li></ul>	To start 2020
Healthy work experience	<ul style="list-style-type: none"><li>■ Investigate future online wellbeing tools and resources to better support staff (for example wellbeing app relating to supporting mental wellbeing) and make recommendations to P&amp;HR Committee.</li></ul>	To start 2020

# Recommendations: a focus on future proofing

**There is already much activity contributing to wellbeing taking place across the University. A key recommendation from staff was the importance of ensuring colleagues are aware of the resources and support available to them. These recommendations will ensure ongoing ownership for driving and promoting awareness of the wellbeing agenda in teams across the University.**

	Recommendation	Indicative timeline
Communications	The new Wellbeing Hub should be the focal point for collation of all information relating to wellbeing provisions for staff.	Ongoing
	A wellbeing map should be created to draw collective awareness of related wellbeing activity/provisions across the University. Newly-identified 'accessible to all' activity should be added to the Wellbeing Hub at relevant points.	From 2020
	An annual communications plan <sup>1</sup> should be developed to raise awareness of different wellbeing provisions across the University, with contributions from those leading on wellbeing services and support across the University.	From 2020
	A programme of wellbeing activities should be developed and clearly communicated to staff.	From 2020
Ownership	Contributing Departments and/or Subject Matter Experts across the University should be engaged to facilitate identification, alignment and communication of wellbeing activities/priorities across the agenda.	From 2020
	A gap analysis of provision should be undertaken. This should draw on sector and non-sector best practice to identify where wellbeing provisions could be further improved to really make a difference for staff. Resulting recommendations should be prioritised for delivery over a realistic timeframe.	From 2021

<sup>1</sup> Please see Appendix A: communications plan

# A note on planned/contributing work

Recognising the holistic nature of wellbeing, there are already activities underway and plans for a number of work streams which will contribute to the wellbeing agenda at the University. These are summarised below for staff information.

Strategic theme	Contributing work	Indicative timeline
Overarching	EDI related events running throughout the year for example LGBT History Month, International Women's Day, Black History Month, Disability December, Month of the Mind	Annual programme
Healthy mental wellbeing	Introduction of the Employee Assistance Programme for staff	Complete
	Activity aligned to The Working Forward Pledge commitment for example the introduction of parenting rooms	Underway
Healthy work experience	PDPR Review completed, including comprehensive training and development programme	Complete (training underway in 19/20)
	Launch of the Employee Hub (including new Wellbeing Hub)	Complete
	Delivery of recommendations from the Sexual Misconduct Task and Finish Group	From 2020
	Delivery of Supporting Trans Staff in the workplace action plan	Underway
	Delivery of recommendations from the Review of Support for Disabled Staff	From 2020
	Agile Working Pilot	From 2020
	Digital Strategy delivery	From 2020
	Estates Development Framework Delivery	From 2020
	EDI Strategic Delivery Plan delivery	From Sept 19
	University Strategy Development and Delivery	From Dec 19
Healthy social wellbeing	Delivery of recommendations from the Staff Networks Review	Underway
	Review of Dignity Advisors/Dignity Policy	Underway
	Development and delivery of the EDI Engagement Programme (aligned to the EDI SDP)	Development 19/20 for delivery 20/21

# Measures of success

## Indicative Key Performance Indicators (KPIs)

KPIs are theme based and at this stage are for indicative purposes only.

Theme	KPIs
Overarching	<ul style="list-style-type: none"><li>■ Staff engagement score linked to 'The University cares about my wellbeing' increases from the results of the 2017 survey (measurement likely from 2019+1 survey)</li><li>■ Staff participation in EDI events increases</li><li>■ Number of hits on the Wellbeing Hub increases</li><li>■ Case studies demonstrating local level examples of wellbeing events/initiatives</li></ul>
Healthy mental health	<ul style="list-style-type: none"><li>■ Engagement with the Employee Assistance Programme measured through hits on the site and reported use</li><li>■ Reduction in mental health-related sickness absence reporting – to be monitored for 12/18 months before review</li><li>■ Engagement with resilience/mindfulness programmes</li></ul>
Healthy work experience	<ul style="list-style-type: none"><li>■ Staff engagement specifically around my development/reward/progression etc, scores increase</li><li>■ Hits on the Employee Hub and frequency of use, growing numbers accessing the hub</li><li>■ Occupational Health access figures</li><li>■ Reduction in number of formal dignity cases</li></ul>
Healthy lifestyle	<ul style="list-style-type: none"><li>■ Increased sports activity take up</li><li>■ Increased numbers of attendees at wellbeing-related events</li></ul>
Healthy social wellbeing	<ul style="list-style-type: none"><li>■ Core Staff Network membership numbers increase</li><li>■ Increased number of active Dignity Advisors</li><li>■ Increased engagement with University events programme</li></ul>
Healthy environment	<ul style="list-style-type: none"><li>■ KPIs from the Estates development framework</li></ul>





# Appendix A

## Communications plan – indicative approaches

- Create a communications calendar to promote wellbeing events, initiatives and services, communicated through Campus News, Staff Room and other relevant channels
- Include wellbeing information in new staff induction
- Local message boards dedicated to wellbeing to facilitate social activities
- Improve signposting of sports provision by enhancing communications to staff – including ‘this is for me’ to encourage as many staff as possible to give sport/physical activity a try



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