



University of
Nottingham

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Staff Wellbeing Strategic Delivery Plan

Draft for Consultation

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Vision

While we are a University that rightly has high expectations of performance for staff and students, we will create a culture of support, development, empowerment, constructive dialogue, openness and mutual respect to ensure that every opportunity is provided for staff and students to meet those high expectations, while feeling supported in their workplace environment.

Introduction

The University recognises that wellbeing is holistic and will mean different things to different people, particularly in the way that we each individually manage our own wellbeing.

In developing this strategy we have identified 5 core themes of wellbeing but note that whilst none of them are mutually exclusive, for example for some people having a focus on a component of healthy lifestyle is a significant factor in having healthy mental health, all have the opportunity to be mutually beneficial. The University recognises that it has a responsibility to support the wellbeing of our staff but also areas where there is shared responsibility and the University can provide additional opportunities that empower staff to independently take steps to support their own wellbeing.

Consultation Questions:

- Do you have any comments about the Staff Wellbeing Strategic Delivery Plan or questions about staff wellbeing at the University in general?

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 contradictory messages are removed and resources and opportunities are maximised, including opportunities for the University to apply for government research funding.

Awareness

Interventions and initiatives should not simply fall into the category of specialist services that are served to staff. All members of our community have a personal responsibility for their own wellbeing. Empowering staff to develop their understanding of their own health and wellbeing should be a core consideration when creating support activities. This will enable staff to increase their knowledge base and build their own levels of resilience.

Monitoring and Learning

It is vital that the University gathers evidence on what a healthy work culture actually looks like whilst also continuing to monitor and measure the outcomes from existing interventions and initiatives, to support continuous improvement. Continuous review and learning from inside and outside of the University should inform yearly planning of activities and help to target areas for development based on best practice principles.

Visible to all

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

Thematic Areas

We have identified 5 core areas (thematic areas) which form the pillars of the Wellbeing Strategic Delivery Plan. The 5 thematic areas are: Healthy Lifestyle, Healthy Mental Wellbeing, Healthy Environment, Healthy Social Wellbeing and Healthy Work Experience.

Healthy Lifestyle

A healthy lifestyle is important in supporting a staff member's overall wellbeing. The University will empower staff to make informed choices 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 that would be captured, measured, and reported under this theme:

- Support available through the Employee Assistance Programme (EAP) e.g. advice about sleep and rest, diet and nutrition support
- Cripps Health Centre: GP registration and service promotions
- Financial health support available through the Employee Hub/EAP
- Physical activities such as UoN sport membership offers
- Existing policies and procedures e.g. Drug & Alcohol Policy, No Smoking Policy

- Free eye sight tests
- Cycle to Work Scheme
- Voluntary Private Health Insurance

Healthy Mental Wellbeing

Mental wellbeing is dynamic and can change regularly, impacting significantly on our productivity and our capacity to perform to the best of our abilities. Different challenges may be experienced throughout life. The University acknowledges the need to support our staff in this area, and will ensure that a whole university approach is adopted to meet this challenge.

Examples of existing activities, interventions or initiatives that would be captured, measured, and reported against under this theme:

- Employee Assistance Programme (EAP)
- University Counselling Services/activities
- Mental Health First Aid
- Centrally provided courses e.g. Resilience and Mindfulness
- Existing policies and procedures e.g. Avoidance and Management of Stress Policy

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 that would be captured, measured, and reported against under this theme:

- Maximising usage of Sports facilities (e.g. David Ross Sports Village and other local campus examples)
- Consideration of health and wellbeing in building projects
- Encouraging increased cycle use and walking whilst reducing vehicle usage
- Use of the opportunities provided by the University's estate to promote wellbeing
- Existing Welfare Provision e.g. office environment, eating, drinking, wash room facilities and use of the new parenting rooms
- Culture (i.e. Lakeside facilities and events)
- A campus which supports walking, cycling and other healthy lifestyle activities

Healthy Social Wellbeing

Valuing diversity and inclusivity are fundamental principles of the University. We aim to create an environment in which staff feel supported, respected and valued for their individual and collective contributions. The University is a community in which staff will be supported to collaborate and build respectful relationships.

Examples of existing activities, interventions or initiatives that would be captured, measured, and reported against under this theme:

- People and Culture Events Programme
- Staff networks
- Chaplaincy and faith service
- Volunteering Scheme for Staff
- Professional Development provisions e.g. Working Inclusively in Teams
- Local / informal initiatives and activities

Healthy Work Experience

Healthy work experience comprises of staff having the opportunity to be the best they can be at work. This will include opportunities for growth and personal/professional development, ensuring reasonable workloads, enabling staff to manage their work life balance, undertaking work that they feel is valuable and in 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 that would be captured, measured, and reported against under 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 Policies and procedures including; PDPR, Academic Promotions, Regrading (O&F, Technical and APM job families).
- Workload Planning Framework (academic job family only)

Consultation Questions:

- Have we identified the right thematic areas and approach?
- Are there other thematic areas or activities, interventions or initiatives that should be included?

Spectrum of intervention

To ensure we create a holistic health and wellbeing culture we need to develop a range of responses to address concerns and ensure issues do not escalate. Therefore, 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. The table below gives examples of the types of interventions currently in place within the institution and where they fit within this spectrum:

Preventative promotions	Early response	Clinical and Specialist Services
Wellbeing Hub Resources	Dignity Advisors	Employee Assistance Programme
Local Department/Faculty promotional activities and programmes	Mental Health First Aiders	University Counselling Services
Sport and Physical Activity programmes and activities	Peer Support Networks Line Managers Union Support Security Services	Cripps Health Centre Employment Relations Team / Health and Safety Team

Consultation Questions:

- Are there other resources, services or interventions that we have not identified that you feel would be helpful to include in the table? If 'yes' please list them here and indicate where you think they fit within the table?

Recommendations

1. Recommendations: A Focus on Future Proofing

There is already much activity contributing to wellbeing taking place across the University. The following recommendations are made to support the university to future proof its wellbeing approach:

Consultation Questions:

- The activities in the table already exist or currently being planned. Are there any others that you would propose the University consider?

Recommendation	Indicative Timeline
1. The new Wellbeing Hub should be the focal point for collation of all information relating to Wellbeing provisions for staff	Ongoing
1b. 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	1 May 2019 – 30 August 2019
2. Theme leads should be identified to take responsibility for leadership / development of provision in relevant themes. Leads* should be identified from contributing departments / SMEs across the University to facilitate engagement and empowerment across the agenda	31 May 2019
3. Each theme will have an associated task and finish group (led by the relevant theme lead) during 2019/20 to undertake a gap analysis of provision aligned to their theme, drawing on sector and non-sector best practice to identify where wellbeing provisions could be improved to really make a difference for staff. This work will include consideration of any Charters/Pledges that the University may want to consider as a way of guiding best practice e.g. Time to Change Employer Pledge.	1 June 2019 - 31 March 2020
4. The Week of Wellbeing concept becomes an annual event with 1 day dedicated to each theme and with theme leads leading responsibility for developing a programme for their relevant day	November 2019
5. An annual communications plan be developed to raise awareness of different wellbeing provisions across the University.	September 2019

2. Recommendations: A Focus on Quick Win Activity

In addition to the future proofing recommendations a number of quick wins have also been identified, these are summarised below:

Strategic Theme	Quick Win Action
Healthy Mental Wellbeing	Provide training for managers to support them in managing staff with mental health issues.
Healthy Mental Wellbeing	<ul style="list-style-type: none"> ■ Introduce a framework for reasonable adjustments ■ Ensure signposting is clear and that managers are aware of what can be offered and by whom ■ Improve the links between HRER/Health & Safety/ Occupational Health/Line Manager to provide holistic and joined up solutions
Healthy Mental Wellbeing	Provide better signposting for supporting staff with disabilities, to make provision more accessible to staff and to better signpost services/provision and support.
Healthy Mental Wellbeing	More focus on Month of the Mind, University activities/events and publicity.
Healthy Work Experience	Facilitate staff to attend training to better support them in carrying out their role
Healthy Work Experience	Provide more 'train the trainer' training for staff to ensure they are better equipped to train teams of various aspects of the role.
Social Wellbeing	Include wellbeing information in new staff induction.

Strategic Theme	Quick Win Action
Social Wellbeing	Local message boards dedicated to wellbeing to facilitate social activities
Social/Environment Wellbeing	Map campus social spaces/facilities (e.g. walking routes) and communicate these to all staff.
Healthy Lifestyle	Improve signposting of sporting 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.
Healthy Lifestyle	Strengthen the strategy for the annual sports day event(s) to help build better engagement for future events. Capitalise on Sports Champions to help with promotion.
Healthy Lifestyle	Educational opportunity to promote drinking water/more water fountains across campuses.
Healthy lifestyle	Encourage walking conversations/meetings.

Consultation Questions:

- Of the activities listed, please indicate which you see as being the highest priority.
- Are there any other quick wins that you feel should be included?

3. Recommendations: Planned / contributing work

Recognising the holistic nature of wellbeing, there are already underway/plans for a number of work streams which will contribute

to the wellbeing agenda at the University of Nottingham. These are summarised below:

Strategic Theme	Contributing Work	Indicative Timeline
Healthy Lifestyle	People and Culture Events: Settle into Summer	Annual Programme
Healthy Mental Wellbeing	People and Culture Events: Month of the Mind	Annual Programme
Healthy Mental Wellbeing	Introduction of the Employee Assistance Programme for staff	Complete
Healthy Mental Wellbeing	Development of Mental Health First Aider Network	18/19 and 19/20
Healthy Social Wellbeing	Review of Dignity Advisors / Dignity Policy	18/19
Healthy Social Wellbeing	Delivery of 18/19 EDI Development Programme which includes: Inclusive Working for Teams	18/19
Healthy Social Wellbeing	People and Culture Events: Black History Month, LGBTQ History month, Disability December	18/19
Healthy Social Wellbeing	Staff Networks Review	18/19 and 19/20
Healthy Work Experience	Deliver activity aligned to The Working Forward Pledge Commitment	18/19

Strategic Theme	Contributing Work	Indicative Timeline
Healthy Work Experience	PDPR Review Concluded including comprehensive training and development programme	18/19
Healthy Work Experience	Launch of the Employee Hub (including new Wellbeing Hub)	Phase 1 Complete
Healthy Work Experience	Sexual Misconduct Task and Finish Group and resulting recommendations	18/19
Healthy Work Experience	Delivery of Supporting Trans Staff in the Workplace action plan	18/19 and 19/20
Healthy Work Experience	Review of Disability Support for Staff	18/19 and 19/20

Consultation Questions:

- Of the activities listed, please indicate which you see as being the highest priority.
- Are there any other medium or long-term activities that you feel should be included as part of the action plan?

Measures of Success:

- Staff engagement score linked to 'The University cares about my wellbeing' increases
- Level of access to the Employee Assistance Programme – a measure as to whether this provision has been successfully communicated to staff in the short-term and whether staff continue to utilise it as an ongoing valued provision

