UCL

UCL Wellbeing Strategy 2017 - 2022

Wellbeing@UCL

UCL Wellbeing Strategy 2017 -2022
Wellbeing@UCL

1 Introduction
A five year Wellbeing Strategy for UCL. Supporting the wellbeing of staff and students at UCL.

2 Aligning Wellbeing@UCL to UCL 2034
Healthy people are central to delivering UCL 2034, so attention must be paid to the wellbeing of our staff and students, enabling them to flourish and thus support UCL 2034 being successful.

3 Principles for Success
Creating a shared understanding of what wellbeing is and why it is important to UCL.

4 Pillars of Wellbeing@UCL
There are 6 Pillars of Wellbeing at UCL focusing on the Wellbeing of staff & student communities.

- Positive environments
- Policies and practice
- Healthy lifestyles
- Mental wellness
- Removing mental ill-health stigma
- Culture and behaviour change

5 Strategy Context
Giving our students the best support, facilities and opportunities, and valuing our staff and delivering on equality and diversity are all key enablers in achieving the goals of UCL 2034.

6 Measuring Success
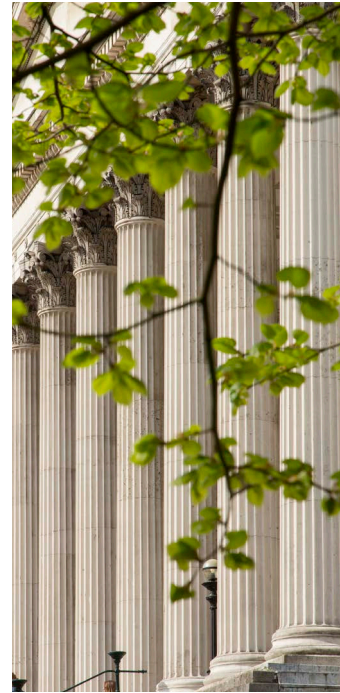The success of Wellbeing@UCL will be measured in a number of different ways.

7 Vision for 2022 and beyond
Having a strategy supported, promoted and enabled by senior role models and wellbeing champions.

8 Appendices
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1) Introduction

Wellbeing@UCL aims to support the wellbeing of staff and students at UCL. It sets out to promote and embed positive physical, mental and social health and wellbeing behaviours within the UCL community.

Wellbeing is a key principle for being a good employer. This is evidenced in Dame Carol Black's report 'Building a Healthier Tomorrow' (2009) and Kim Shutler-Jones' report 'Improving Performance Through Wellbeing and Engagement' (2010), which focused on the Higher Education sector. These reports show that an engaged individual who has purpose, feels valued by their employer and peers, operates in supportive culture and understands how their contribution helps organisational success, is more productive. This has benefits for the individual, the team and for UCL.

Drawing from the Chartered Institute of Personnel and Development's (CIPD) 2015 'Absence Management Survey' there is evidence that just 8% of employers who responded have a standalone wellbeing strategy, whilst another 20% have a plan or programme. The report 'Growing the Health and Wellbeing Agenda: From first steps to full potential' explains that a wellbeing strategy does not just benefit employees, but it can also nurture heightened levels of employee engagement and foster a workforce where people are committed to achieving organisational success (CIPD, 2016).

The above research shows that health and wellbeing are widely recognised as more than just a matter for individual attention. Successful organisations recognise that good health is a key enabler to good business. The health, safety and wellbeing of staff directly contributes to organisational success as evidenced in 'Building a Healthier Tomorrow' (Black, 2009).

For the purpose of this strategy, health and wellbeing are seen as embracing the whole person – physical and mental health both within and external to the workplace. It is greater than simply an absence of ill health and disease, and is defined as a feeling of physical, emotional and psychological wellness. (From the World Health Organisation definition of health (1948) and the CIPD report 'Growing the Health and Wellbeing agenda: from first steps to full potential' (2016).

"Directly or indirectly, well-being, in some shape or other...is the subject of every thought, and object of every action, on the part of every known Being...nor can any intelligible reason be given for desiring that it should be otherwise."
– Jeremy Bentham, Chrestomathia (1817)

Wellbeing@UCL

"The UCL Grand Challenge of Human Wellbeing (GCHW) considers the diverse factors that influence our sense of physical and emotional wellbeing. We support Wellbeing@UCL and look forward to building on Professor Helene Joffe and her team's 'Windows on Wellbeing' project carried out in partnership with HR. The study's results supported the hypothesis that face-to-face wellbeing interventions designed around the 'Five ways to wellbeing' framework could boost wellbeing and that the intervention's effects had some longevity.

We look forward to contributing to the development and delivery of Wellbeing@UCL through recognising and building on opportunities for further partnership activity between UCL researchers and HR professionals".

Grand challenge of Human Wellbeing (2016)

2) Aligning Wellbeing@UCL to UCL 2034

Wellbeing@UCL stresses UCL's belief in the value of the people at UCL, and provides a framework for working towards the goals of the strategy. Healthy people are central to delivering UCL 2034, so attention must be paid to the wellbeing of our staff and students, enabling them to flourish and thus support UCL 2034 being successful. The key enablers within the strategy which are most pertinent are:

1. Giving our students the best support, facilities and opportunities
2. Valuing our staff and delivering on equality and diversity

Wellbeing@UCL is led by UCL's Occupational Health and Wellbeing team. It will be delivered and embedded through collaborative working partnerships across UCL, including but not limited to Student Registry Services, UCL's Chaplain and Interfaith Advisor, UCL Safety Services, UCL Culture, UCL Grand Challenge of Human Wellbeing, UCLU and UCL HR.

Wellbeing@UCL recognises the valuable role that Student Support and Wellbeing provide to the student community through all of their teams. Wellbeing@UCL will be successful within the student community by supporting and working with Student Support and Wellbeing.

This ambitious strategy, though with high aspirations, can be achieved over the next five years. Part of this ambition is to create governance around Wellbeing@UCL which will be agreed once the strategy is operational.
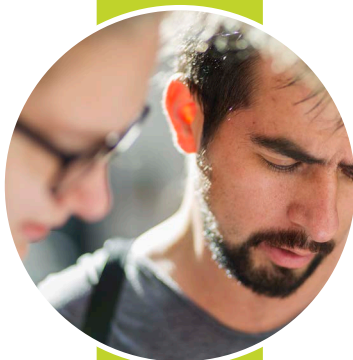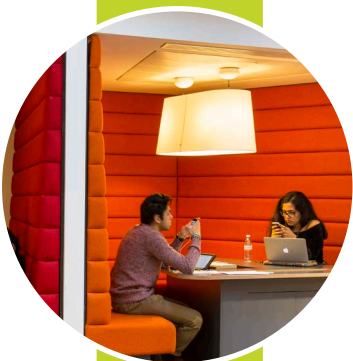
Wellbeing@UCL

3) Principles for Success

1. Creating a shared understanding of what wellbeing is and why it is important to UCL.

2. Role modelling of wellbeing by SMT, leaders and managers across UCL as they have a pivotal role in creating a wellbeing culture.

3. Providing access to relevant services and resources to staff and students.

4. Creating a network across UCL of Wellbeing Champions coordinated by UCL OHW.

5. Creating a proposal for Wellbeing@UCL governance which is to be discussed and agreed once Wellbeing@UCL is operational.

6. Working collaboratively across UCL including but not limited to UCL HR, UCL Safety Services, Student Registry Services, UCLU, UCL Culture and the UCL Grand Challenge of Human Wellbeing.

7. Using the research and knowledge within UCL to create a wellbeing culture through engagement with researchers and academics to create a network of Expert Advisors. These Expert Advisors will share their knowledge with the wider UCL community through articles, workshops and lunchtime lectures under the branding of Wellbeing@UCL.

8. Empowering staff and students to take ownership of their wellbeing, through providing them with information such as access to toolkits and self-directed learning resources to make informed choices. It will enable and empower our community to prepare themselves for transition and change.

9. A focused approach to wellbeing which will foster innovation, creativity, productivity and engagement in our community.

10. Demonstrating the value of Wellbeing@UCL to staff, students and UCL as a whole.

Good communication and effective leadership are important factors in enabling a positive change experience and a cultural shift. These are included within the pillars of Wellbeing@UCL.

Wellbeing@UCL

4) Pillars of Wellbeing@UCL

There are six pillars that underpin Wellbeing@UCL, they are:

a. **Positive environments**
b. **Policies and practice**
c. **Healthy lifestyles**
d. **Mental wellness**
e. **Reducing mental ill-health stigma**
f. **Culture and behaviour change**

Through focusing on these UCL will develop and embed a culture of sustainable wellbeing across both staff and student communities.

a)   Positive environments

Building, improving and maintaining positive and supportive working and learning environments across UCL.

Supporting Principles for Success 1,2,3,4,5,6,8 and 10.

Priorities 2017-2018

- We will create and embed a network of wellbeing champions to promote wellbeing across UCL academic departments, divisions, faculties and professional service areas. In the student population StARs (Student aspects of the Wellbeing Champion role. UCLU will promote initiatives and we will work with the existing champions within the student community.

- We will explore the benefits of completing an Organisational Risk Assessment to identify where the stressors are and create an action plan to manage these.

- We will create the governance around our Wellbeing strategy, Wellbeing@UCL to enable to the development of wellbeing across UCL.

By 2022

We will have embedded our network of Wellbeing Champions across UCL, who will foster a positive and supportive environment across the UCL community, for both staff and students.   They will facilitate and document local wellbeing activity, working collaboratively with other wellbeing champions across UCL and UCLU, reporting into the Occupational Health & Wellbeing Team.

Our Wellbeing governance will be well established and bring together key stakeholders across UCL including: SMT, Grand Challenge of Human Wellbeing, Academics, Professional Services, UCLU and Union representation.

Wellbeing@UCL

b) Policies and practice

To embed wellbeing in our HR policies and people practices across UCL. Supporting Principles for Success 1,2,3,6,8,9 and 10.

Priorities 2017-2018

- We will work with UCLs contracted catering supplier (currently Sodexo) to offer a broader range of healthy food options in our student and staff areas that have food labels so people can make informed food choices.

- Wellbeing will be embedded into our leadership and management programmes across our Organisational Development offering. Through embedding in our people practices Wellbeing@UCL will enable managers and leaders to cultivate teams that foster wellbeing.

- We will review our HR policies with the intention of including aspects of wellbeing, making them more accessible and user friendly, putting our people and students at the heart of our policies.

By 2022

We will offer a broad range of food options in our cafes. Labels will enable staff and students to make informed choices around healthy eating. This will support our Green Champions through improving our Green Impact around sustainability.

Our leadership and management development programmes will have wellbeing at their heart. This will be evidenced in the way that our managers are leading their people. The team environment will be one which values people and collaboration, is inclusive and promotes Dignity at Work and seeks to avoid prolonged periods of intensive working and long hours. UCL research has evidenced that sustained overworking causes a much increased risk of heart-related problems, as well as its impact on mental health.

The culture across UCL for staff and students will be positive and embracing of change and difference. People will be open to wellbeing as this will be part of their everyday thinking. They will be able to access the information they need in a way that meets their needs.

Wellbeing@UCL

c)   Healthy lifestyles

With obesity and type 2 diabetes increasing within the UK and globally we each have a responsibility to ourselves to be as healthy as we can.

We are focusing on five aspects of having a healthy lifestyle. These are
1. *Alcohol use and misuse*
2. *Movement and physical activity*
3. *Healthy eating and nutrition*
4. *Sleep and recharging*
5. *Smoking and tobacco use*

Supporting Principles for Success 1,3,6,8 and 10.

Priorities 2017-2018

• In partnership with our Wellbeing Champions we will promote healthy lifestyle behaviours in line with public health messages, this will include online resources and workshops.

• We will arrange smoking cessation clinics for staff and students that are ready to stop smoking.

• We will partner with UCLU on Project Active. The aim of the project is to get students to be more active.

• We will create guidance on how to design, promote and manage a step challenge event for individuals and teams.

• We will promote local partnerships that can support healthy lifestyles to staff and students. These could include health clubs, walking groups, alcohol awareness campaigns and healthy eating initiatives.

By 2022

Our healthy lifestyle toolkits are available to staff and students. These will include practical guidance on the five healthy lifestyle areas above.
Staff will have access to a wellbeing questionnaire that provides them with information and guidance on the areas they need to focus on.

Our online resources around healthy eating and sleep will be used by staff and students enabling them to take control and will sign post to additional support if self-help is not sufficient.

Through our smoking cessation campaign in partnership with Smokefree Camden we will make staff and students aware of the dangers of smoking and supported staff and students to stop smoking. This is in line with our long term aim of making UCL a smoke free campus.

We will have created partnerships with local health clubs for the benefit of our staff and students.

Wellbeing@UCL

d) Mental wellness

We each have mental health as we do physical health. Through focusing on mental wellness UCL is being proactive in encouraging and supporting staff to maintain good mental health and manage problems should they arise.

Supporting Principles for Success 1-10

Priorities 2017-2018

- We will create online Resilience and Stress Toolkits for managers, staff and students enabling them to access information when they want and need to, enabling them to be 'change ready' and better prepared to cope with life's transitions.

- We will deliver evidence based training around mental health, health promotion and suicide to our network of wellbeing champions in our staff population and StARs in our student population and provide them with signposting information.

- We will promote our Employee Assistance Programme (EAP) to employees, students who are overseas and students out of hours. This will be achieved by working in partnership with Student Support and Wellbeing, UCLU and across UCL. Enabling us to identify and manage emerging problems.

By 2022

Our Wellbeing@UCL toolkits will be accessible to staff and students supporting them to cope with change and transition. These resources will be reviewed annually to ensure they meet the needs of our community and sector.

Our wellbeing champions and staff will have access to workshops and education to develop awareness around mental health. This will enable staff to support themselves and recognise when others may need support. Our champions may be the first point of contact and will have the confidence and knowledge to signpost as appropriate.

Programmes around mental health, stress and resilience will be available/ open to all within UCL via training including online modules.

Wellbeing@UCL

e)   Removing mental ill-health stigma

It is estimated that one in four people will experience mental ill health each year and one in twenty people will experience suicidal thoughts. Yet, we still have stigma around mental ill-health. People do not always feel able to speak out and seek support.

Supporting Principles for Success 2,3,4,6,7,8 and 10

Priorities 2017-2018

- UCL in partnership with UCLU will sign the Time to Change Pledge, to remove mental health stigma in the UCL community. Time to Change is a Government initiative funded by the Department of Health, Comic Relief and the Big Lottery Fund and run by Mind and Rethink Mental Illness. Since Time to Change began in 2007, 3.4 million adults in England have improved attitudes towards mental health problems.

- We will create a Time to Change Action Plan for the whole UCL community which will be embedded in partnership with networks across UCL.

- We will create a network of Suicide Intervention Skills trained individuals at UCL and UCLU to support those with suicidal thoughts and/or behaviours.

By 2022

We will have culture where more people feel able to talk openly about their mental health as they do physical health. We will feel able to disclose mental health disabilities without fear.

Stigma around mental health will reduce as we work through our action plan following the signing of the Time to Change pledge in collaboration with Staff Disability Forum and in partnership with UCLU.

Our network of wellbeing champions and StARs trained in Mental Health First Aid and our network of Suicide Intervention Skills trained individuals will be available as a resource to support staff and students.

Wellbeing@UCL

f)   Culture and behaviour change

Embedding workplace health promotion at UCL to foster the culture enabling support and encouragement of health behaviour change.

Supporting Principles for Success 2,3,4,6,7,8,9 and 10.

Priorities 2017-2018

- We will provide our wellbeing champions and StARs with Health Promotion Training enabling them to promote public health messages in their local areas. This will include signposting to behaviour change support and awareness in areas such as alcohol use, smoking, nutrition and healthy eating, weight management and exercise.

- We will roll out a programme of workshops aimed at preventing harassment and bullying within departments across UCL.

- We will achieve Commitment level in the Workplace Wellbeing Charter ensuring that we follow best practice. The charter is an evidenced based award scheme endorsed by Public Health England. We will deliver three health campaigns within an academic year, one per term focusing on a key health initiative.

- We will create guidance for managers around agile working at UCL, focusing on how to implement successfully and lesson impact on teams.

By 2022

Our Wellbeing@UCL brand and website will be dynamic, enabling our community to access health promotion messages, self-help tools and signposting to support both inside and outside of UCL.

Our Wellbeing Champions and StARs will support people that are ready to make positive changes through effective signposting and knowledge of support available.

Our Wellbeing@UCL campaigns will be of high value for people to get involved with, for the benefit of themselves, their teams and for UCL. Academics will have the opportunity to become Expert Advisors to campaigns where they will contribute to newsletters and host webinars and workshops.

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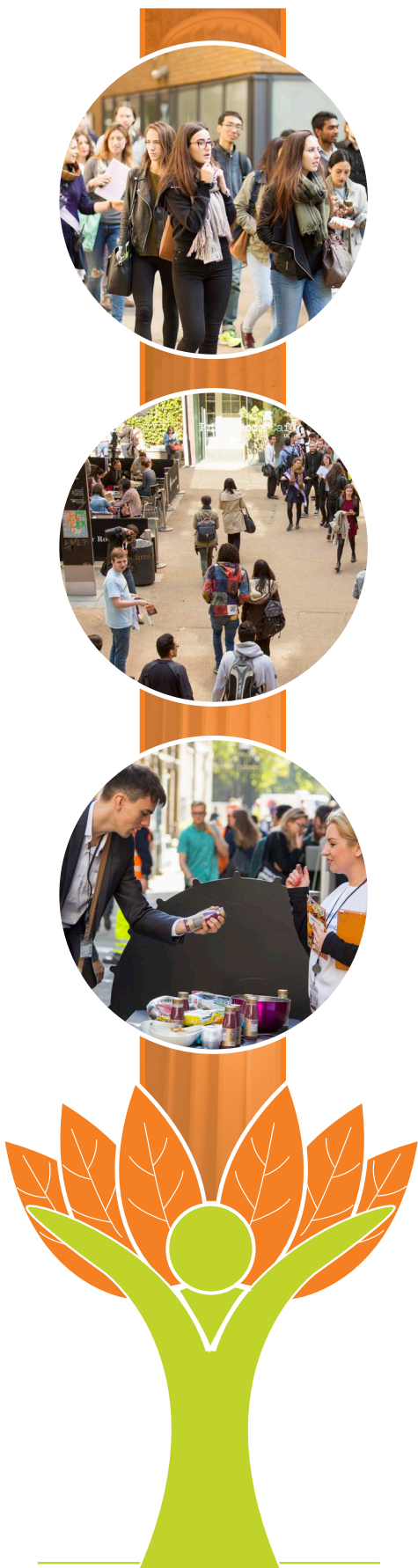
5) Strategy Context

UCL has set out its vison in UCL 2034, recognising inspirational student experience as a must within the principal theme 'Integration of research and education' theme. Giving our students the best support, facilities and opportunities, as well as valuing our staff and delivering on equality and diversity are all key enablers in achieving the goals of UCL 2034. The National Student Survey 2016 (NSS) were disappointing for student experience at UCL. Although the response rate increased, UCL remains at the lower end of the Russell Group table.

Engagement with the biennial UCL Staff Engagement Survey unfortunately fell from 57% in 2013 to 42% in 2015. Staff were given the opportunity to share their views with the UCL Senior Management Team through the survey. The results highlighted that more work needs to be done to create a workplace culture and an environment that enables the delivery of UCL 2034. Employee engagement is at the forefront; through following the six key pillars of Wellbeing@UCL, employee engagement will improve, giving UCL a better engagement measure from future surveys. As well as the overall response rate improving, having a wellbeing strategy in place and embedded within the culture, will have a positive impact on the following:

- In the 2015 survey, 53% of respondents thought that the staff benefits UCL provide are communicated well, with 50% being satisfied with the benefits available. The benefits available will be communicated through the processes outlined in Wellbeing@UCL focusing on the positive wellbeing aspects that they can bring.

- 40% of respondents are satisfied with the support available if they experience stress or pressure in the workplace. Through Wellbeing@UCL this support will be promoted further and toolkits will be created to enable the UCL community to access information and tools. Enabling them to develop coping strategies themselves and empowering staff and students to take ownership of their wellbeing.

UCL is currently undergoing a much needed estate transformation. The Masterplan to Transform UCL titled Transforming UCL, recognises that the estate was not adequate for the delivery of UCL 2034. Transforming UCL is about creating sustainable spaces and the development of the Estate over a ten year period.

Wellbeing@UCL recognises that UCL is a global university and is not exclusively based in the UK at the Bloomsbury campus. UCL has numerous sites away from Bloomsbury and are developing a second London campus at Queen Elizabeth Olympic Park in Stratford, UCL East. Wellbeing@UCL will be embedded throughout UCL as a whole.

An improved estate will have a positive impact on the wellbeing of UCL's community, through creating improved physical environments to study and work in. Over time this will be evidenced through improved NSS and student barometer surveys and staff feedback in the Staff Engagement Survey. Transforming UCL will cause a period of change for many as older buildings are renovated and new ones built.

Wellbeing@UCL

6) Measuring Success

The success of Wellbeing@UCL will be measured in a number of different ways:

1. The inclusion of a specific Wellbeing@UCL question within the biennial staff survey.

2. An increase in engagement with our biennial staff survey.

3. We will use our absence data within UCL to create a baseline for UCL and report against this annually.

4. Monitoring referrals and where appropriate outcomes to Student Support and Wellbeing, Occupational Health and Wellbeing and our Employee Assistance Programme.

5. National student survey and barometer surveys to improve over the lifespan of the strategy.

6. Achieving commitment level award in the workplace wellbeing charter by the end of the 2017/18 academic year. Continue to achievement level by 2021.

7. Termly data collection from Wellbeing champions.

8. Wellbeing@UCL questionnaire to be sourced externally or created in partnership with Grand Challenge Human Wellbeing and run annually.

9. Share the UCL action plan for the Time to Change initiative which aims to remove mental ill-health stigma. Then sign the Pledge in partnership with UCLU by the end of the 2017/18 academic year. Once the Pledge has been signed we will then be measured against the action plan.

7) Vision for 2022 and Beyond

Wellbeing@UCL will facilitate the creation of an environment that supports sustainable, great quality output (across research, teaching, learning and professional services) from the most talented people to enable UCL 2034. Staff will feel more purpose within their role, valued for their contribution, connected to UCL and committed to the common purpose/goals. Being part of the UCL community will give everyone an opportunity to feel positive and have the right tools available to enable and empower them to look after their own health and wellbeing, and to be the best version of themselves. This will in turn positively impact their colleagues, their clients, students, the UCL community and society as a whole.

Having a strategy supported, promoted and enabled by senior role models and wellbeing champions, will allow people to feel they have the permission and the opportunity to make choices that prioritise their wellbeing. It will help remove any guilt or fear people have about looking after themselves or taking time to focus on their individual wellbeing.

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The resources people need to look after themselves will be available via different mediums. These include the Wellbeing@UCL website, local Wellbeing Champions and Occupational Health and Wellbeing services. The resources will not be prescriptive, so responsibility for wellbeing is not removed from the individual. Our community will foster happy, healthy and empowered people who feel valued, have a sense of purpose and have good coping skills for life.

8) Appendices

I. Definitions of 'wellbeing'

Wellbeing is:

'Creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organisation.' (CIPD, 2016)

'A dynamic state, in which the individual is able to develop their potential, work productively and creatively, build strong and positive relationships with others, and contribute to their community. It is enhanced when an individual is able to fulfil their personal and social goals and achieve a sense of purpose in society' (Foresight, 2008).

'A positive physical, social and mental state; it is not just the absence of pain, discomfort and incapacity. It requires that basic needs are met, that individuals have a sense of purpose, and that they feel able to achieve important personal goals and participate in society. It is enhanced by conditions that include supportive personal relationships, strong and inclusive communities, good health, financial and personal security, rewarding employment, and a healthy and attractive environment.' (DEFRA2009)

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III. Aspirational Statement

The word cloud above was created using words that were felt to represent concepts of wellbeing by a group of UCL staff. These words have created the aspirational statement below which is how the group of UCL staff envisaged the UCL community of the future:

'The UCL community is one that is empowered and energised, we are resilient and have positive relationships. Wellbeing within the UCL community is individual and collaborative, and supports a sustainable and effective UCL.'

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