

Directorate of Human Resources
Directorate for the Student Experience

Wellbeing Strategy

Vision

An environment where every member of the University community is supported to 'feel good and function well'.

Mission

To promote and enhance wellbeing across the University of Manchester through the development of a proactive and enabling culture, under the provision of effective leadership, management and support.

Objectives

1. During 2016: to implement the '*Manchester Ways to Wellbeing*' framework (Appendix 1).as the first step in the long-term Wellbeing Strategy.
2. By 2017: to increase awareness of the importance of wellbeing.
3. By 2017: to develop a set of strategic operational frameworks within the overall Wellbeing Strategy initially specific to university staff, research students and taught students, but leading to a single, common approach.
4. By 2018: to increase (and be able to demonstrate) engagement in wellbeing activities.
5. By 2020: to be able to demonstrate increased levels of wellbeing via appropriate survey methodologies (e.g. Staff Survey, Warwick-Edinburgh Mental Wellbeing Scale)

Strategy

These objectives will be implemented by developing a common strategic framework which enables all members of the University community to 'feel good and function well'. Whilst the vision ultimately is to achieve a single, common framework, this activity will initially roll-out with a focus on three distinct groups: staff, research students and taught students, in recognition of the need to capture, and respond to, the initial distinct requirements of these groups. In this regard, the strategy will be regarded as iterative, and will be updated in response to progress against the above objectives.

The framework will function at three levels of responsibility: University, Managerial (Faculties, Directorates, Library and Cultural Institutions), and the individual. To deliver the strategy, initial, separate implementation plans have been devised for each of these groups. These implementation plans all include:

- Embedding wellbeing in University strategy and investment decisions,
- Providing information, guidance and support to drive awareness of wellbeing and possible actions,
- Developing a range of initiatives (e.g. events, activities, campaigns) to engage the promotion of wellbeing activities and behaviour,

- Modifying existing policies to promote the development of work and study practices that take wellbeing into consideration, identify tension points and celebrate and reward wellbeing-boosting action,
- Developing specific outcome measures to track progress, learn what works, and disseminate best practice
- Enabling two-way communications about wellbeing.

Action Plan

University

- Launch a *Manchester Ways to Wellbeing* campaign to promote a greater awareness of wellbeing and its importance for healthier individuals and healthier working and studying practices.
- Develop long term communication campaign(s) to empower and motivate staff, students and visitors to participate in wellbeing action and behaviours.
- Identify a senior wellbeing champion.
- Provide and promote a range of high quality, accessible and engaging initiatives, activities and events to encourage participation in wellbeing.
- Allocate and maintain resources to sustain provision of wellbeing initiatives, activities, events and communication campaigns.
- Develop staff, research student and taught student - specific implementation frameworks with actionable strategies, e.g. introduction of 'wellbeing discussion' in staff performance reviews, PGR supervisor meetings and first year undergraduate tutorial programs as standard.
- Support and encourage culture change at managerial level to drive a 'wellbeing approach' as standard
- Allocate and maintain resources to enable managerial capacity-building through training and professional development for leaders.
- Invest in practical health interventions, e.g. 'well-person' assessments.
- Focus on wellbeing best practice: recognise, celebrate and reward success.
- Develop specific outcome-measures to track wellbeing progress, report success and lessons learnt
- Introduce annual reporting on managerial implementation of initiatives and on individual success under the Manchester Ways to Wellbeing framework
- Develop a feedback-mechanism for individuals to report circumstances which impact negatively on wellbeing in the University.
- Include awareness of wellbeing in Estates Planning.
- Ensure sufficient resources to allow HR and University support services to respond to demand for support beyond wellbeing provisions.

Management (Faculties, Directorates, Library and Cultural Institutions)

- Empower management units to encourage local culture change to take wellbeing into account and to integrate the Manchester Ways to Wellbeing framework as standard.
- Embed principles of wellbeing in emerging structures, policies and practices.
- Evaluate the impact of current structures, policies and practices on wellbeing.
- Develop wellbeing audits to identify enablers, barriers and opportunities for wellbeing action and engagement from individuals and groups/cohorts/teams.

- Develop and include resources to introduce the *Manchester Ways to Wellbeing* framework on staff inductions research student and taught student tutorial programmes and, disseminate information and guidance, and signpost to further resources, activities and events.
- Develop and deliver wellbeing development opportunities using the *Manchester Ways to Wellbeing* model, e.g. advice / training sessions, professional development opportunities.
- Provide engaging and accessible on-line information supported by practical tips, case studies and guidance about the benefits of wellbeing and guidance on how to visualize appropriate personal action by individuals and within groups/cohorts/teams.
- Provide local events and activities to promote wellbeing and encourage participation.
- Develop a mechanism for identifying areas of disengagement or 'off track' individuals to foster an inclusive culture and ensure no-one is left behind.
- Develop a feedback mechanism for individuals to report circumstances which impact negatively on wellbeing.
- Encourage wellbeing discussion with line managers, PGR supervisors and academic advisors
- Ensure workloads are proactively and appropriately reviewed by those in positions of responsibility.
- Evaluate the impact of current work and study environments on wellbeing and consider improvements for quick gains.

Individuals

- Be aware of personal wellbeing and its importance across working and studying practices and wider lifestyle choices.
- Be mindful of wellbeing on a daily basis and set aside an appropriate amount of time to visualise and engage in practical wellbeing actions.
- Discuss wellbeing with line manager, PGR supervisor or academic adviser
- Engage with the *Manchester Ways to Wellbeing* model and consider possible actions.
- Participate in wellbeing initiatives, activities and events provided during the academic year.
- Suggest how existing wellbeing provisions could be developed and expanded.
- Report circumstances that negatively impact wellbeing.

Governance

Implementation of the Wellbeing Strategy will be the responsibility of the Wellbeing Management Group. WMG will report to HR Sub-Committee, MDC and Student Experience Management Group.

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Manchester Ways to Wellbeing: *feeling good and functioning well*¹

Connect...

Make contact with the people around you; with friends, family, colleagues, neighbours and the community. Invest your time in developing connections. Get to know new people or rekindle old friendships – these connections will support and enrich you.

Learn & Discover...

Make time to try something new. Rediscover an old interest. Learn to juggle, cook a new recipe, play an instrument, say hello in a new language. Set a challenge you'll enjoy. Learning new things will make you more confident, inspire you, as well as being fun.

Be Active...

Go for a walk or run. Step outside. Cycle. Try a new sport or activity. Dance, play a game or dig the garden. Most importantly, discover an activity you enjoy and one that suits you. Being active makes you feel good.

Take Notice...

Lift your eyes from the next deadline or demand. Catch sight of beautiful things. Appreciate the unusual. Notice the changing seasons, sit and watch the world go by. Savour the moment, whether you are on the way to university, eating lunch or talking to friends. Be aware of the world around you and what you are feeling. Reflecting on your experiences will help you appreciate what matters to you.

Give...

Do something for a friend, colleague or stranger. Thank someone. Smile. Volunteer your time. Help a neighbour or community group. Be kind to others. Seeing yourself, and your happiness, linked to the wider community can be incredibly rewarding.

Be Healthy...

Look after yourself – stay safe, respect your body, make healthy choices. Live, love and laugh. Cook real food and share a meal. Sleep away stress, take time off-line, spend a while enjoying silence. Being healthy will help you feel confident, conscious, alert and get the most out of life.

¹ The Manchester Ways to Wellbeing framework is based on the Five Ways to Wellbeing – a set of evidence-based actions that promote wellbeing in everyday life, developed by nef (new economics foundation) in 2008 for the Government's Foresight project on Mental Capital and Well-being.