

Health and Wellbeing Framework 2019 – 2023



Contents

Introduction.....	3
Mission.....	4
Vision.....	4
Values.....	4
The challenges.....	7
The formation of this framework.....	8
Guiding principles.....	10
Commitments.....	12
Appendix A – Measures for success 2023 – Student Plan.....	16
Appendix B – Measures for success 2023 – Staff Plan.....	18

Introduction

The University of West London (UWL) is fully committed to a holistic approach to Health and Wellbeing. In doing so we are working to make UWL a healthy and positive environment where the University community can thrive.

The mission and values in this framework are informed by both UWL's Achievement 2023 and UWLSU's 2023 strategies. UWL aims to support students to achieve and become innovative and creative professionals; as well as committing to provide an inclusive and supportive working environment for our staff.



Behind the University's ambitious strategic plan Achievement 2023, is our mission to inspire students to become innovative and creative professionals connecting them to exciting and rewarding careers.

We can only do this if we provide an environment that supports our students but also our staff to flourish. This Health and Wellbeing Framework will support our efforts to fulfil our mission and enable staff and students to fulfil their potential.

Professor Peter John CBE, Vice-Chancellor

"I am incredibly proud to whole heartedly endorse this framework on behalf of the Students' Union. The mental health crises is one that can only be combatted when met with a holistic, strategic approach that addresses the multifaceted nature of the issue with real and active interventions.

This framework is a product of a huge amount of work done by UWL and the Students' Union in consultation with the students and staff that the framework is designed to support. It is incredibly important to remember that the health and wellbeing of our staff is paramount if we wish to support our students and give them the experience that they deserve."

Jacob Pepper, UWLSU President



Mission

For our students

To support our students to become innovative and creative professionals by providing and promoting the **environment, support, tools** and **opportunities** that help them to achieve positive wellbeing.

For our staff

To enable our staff to work effectively to enhance the student experience whilst working and developing professionally in an **environment** where the necessary tools and **opportunities** for positive health and wellbeing are available.

Vision

For our students

Our services and staff will be equipped to provide supportive interventions that are **sector-leading**. We will embed a **culture of mutual respect and understanding** that enables all students to bring their whole selves to the classroom and the campus. Our extra-curricular activities offer will be **socially transformative**, providing students with opportunities to socialise, learn skills and maintain healthy and active lifestyles.

For our staff

We will ensure our staff are aware, skilled and equipped in supporting their own wellbeing as well as that of colleagues and our students.

Values

The values laid out in this framework mirror those of UWL more broadly. All of the provisions laid out in this framework have passed our values test to be:

- Accessible
- Affordable
- Diverse
- Transparent
- Accountable





The challenges

Speaking up

Within universities and increasingly within global societies, the spotlight is on our mental health and wellbeing. As awareness surrounding mental ill health, and general mental health and wellbeing increases, more and more people are prepared to talk about how they are feeling and ask for help if things are not OK.

However, many people still do not feel able to share how they are feeling with someone who can help, and this affects some groups in society more than others.

Accessing help

We know that students and staff face pressures and challenges. Studying at University is a major life commitment, and it is unlikely to be the only major commitment our students have. The process of accessing help can feel like a barrier in itself. Support services should be easy to access and the support they provide should be easy to understand. Similar pressures face our staff in developing their careers and maintaining a positive balance, as with our students we will aim to make staff services more accessible.

Building resilience against adversity

Supporting positive wellbeing is about much more than providing services. Managing stress and taking care of ourselves is hard in a world of 24 hour news and convenient snacks.

Lasting wellbeing comes from understanding ourselves and building our capacity to deal with all sorts of different situations. Knowing what our bodies and minds need to be well and then acting on that is also key, but we don't always know what these things are or there are barriers in the way of making healthy choices.

Feeling equipped to accept challenges and respond positively to constructive criticism are essential skills that employers look for, but lots of employers report or perceive graduates – often unfairly – to lack resilience.

Flipping the conversation/changing the narrative

Conversations around mental health and wellbeing are often framed around crisis and illness. The term 'mental health' is often used interchangeably with 'mental illness' and the term 'wellbeing' can seem vague. We need to provide support and safety to people suffering from mental ill-health and poor wellbeing whilst also recognising that conversations about positive mental health and wellbeing are important, as are services and activities that help to promote and maintain them.

Supporting each other/respect

Connections with other people shape our lives and have a big impact on our wellbeing. Respect and understanding for each other helps to create a positive environment for work and study. When people are busy, feeling stressed and are working towards something important, they may not respond to situations in the way they want to. We want UWL to be a positive example of a community where people respect each other in a way that enables everyone to work and study effectively.

The formation of this framework

This framework has been designed using evidence of student and staff needs at UWL. The University and Students' Union have conducted a series of research activities to understand the UWL student experience and the challenges that our students face. We have also conducted a consultation of students and staff in 2019 to better understand their perceptions of their mental health and wellbeing, and to understand where and how we can make a positive impact.

In order to realise our mission and values, we have aligned this framework with UWL Achievement 2023. We have worked to understand the challenges and built a set of guiding principles that underpin **five core commitments** to enhance the wellbeing of our students and staff. Finally, we have built a set of measures for success and a delivery plan that will enable this framework to succeed.

In respect of our staff, these core commitments will be delivered through the following themes:

- **Provision of a clear framework and mental health plan.**
- **Development of mental health awareness among staff.**
- **Encouraging open conversations to reduce stigma.**
- **Provision of a good working environment.**
- **Promotion of effective people management.**





Guiding principles

For this framework to be successful, it must be **aligned** with UWL's overall strategic vision and other related strategies.

We must demonstrate through our commitments and actions that we care about the wellbeing of our students and staff. We recognise the links between positive wellbeing and **achievement**.

Creating a constructive working and learning **environment** is key to ensuring positive wellbeing. Our students and staff value respect, honesty and constructive feedback. Systems and processes must be robust, accessible and easy to navigate for students and staff.

Within that environment, there is a need to **provide services, signposting or referrals** that are appropriate for a range of needs relating to mental health and wellbeing.

Proactive and evidence based interventions are key to enhancing wellbeing and responding effectively to poor mental health among students and staff.

By providing **opportunities** to develop individual strategies for resilience and self-care, we can equip students and staff with the skills necessary for maintaining their own wellbeing. By recognising the stigmas and barriers that are still associated with disclosing poor mental health and wellbeing, we can **reduce barriers** to seeking and accessing support.

In order to achieve this framework, we need staff to be bought into delivering it, and staff need to have the appropriate **training and understanding** to provide the appropriate level of support in their role.





Commitments

This framework makes five commitments to provide:

- 1 **An environment that enables wellbeing.**
- 2 **Support services to enhance wellbeing.**
- 3 **Tools to sustain wellbeing.**
- 4 **Opportunities to engage in physical health and wellbeing activities.**
- 5 **Promoting positive health and wellbeing.**

1 An environment that enables wellbeing

We will create an environment in which students and staff can thrive and bring their whole selves to the classroom, work and the campus.

This means we are committed to:

Commitments to Staff

Encouraging mutual respect and understanding on campus

Publishing accessible policies and procedures that our staff can understand and engage with

Delivering training to staff to recognise, understand and respond to mental health and wellbeing matters effectively

Provide a supportive induction for staff that sets them up for success

Commitments to Students

Encouraging mutual respect and understanding on campus

Providing affordable and healthy food options on campus

Publishing accessible policies and procedures that our students can understand and engage with

Providing training opportunities to students who want to support others' mental health and wellbeing

Provide a supportive induction to students that sets them up for success

2 Support services to enhance wellbeing

Our support services have grown and developed in recent years, and they now reach more students than ever before each year. We will continue to ensure that students receive the support they need to enhance their wellbeing and help them to overcome crisis.

This means we are committed to:

Commitments to Staff

Continued provision of Employee Assistance Programme

Introduction of a network of Mental Health First Aiders

Continued provision of associated benefits (including eye care vouchers, flu vaccinations, reduced healthcare and gym memberships)

Development opportunities and promotional activities to support understanding and awareness

Providing managers and supervisors with broader understand of related issues and developing their ability to support staff

Access to Occupational Health services which provide UWL with advice and guidance on how to support individuals

Ensuring all of our services are easy to access and understand

Signposting of external organisations who can support across a range of areas

An annual review of our support services to ensure that they are responding to staff needs

Commitments to Students

Providing on-campus counselling, welfare and wellbeing support services

Providing independent advice through the Students' Union for when things go wrong

Providing on-campus careers and employability support

Providing on-campus academic skills support

Providing help gaining part-time work whilst studying

Provide first-line crisis intervention through our Cause for Concern procedure

Ensuring all of our services are easy to access and understand

Developing local partnerships with the NHS and mental health care providers

An annual review of our support services to ensure that they are responding to students' needs

3 Tools to sustain wellbeing

We will provide tools, resources and activities for students and staff to build individual resilience and enact proactive self-care strategies.

This means we are committed to:

Commitments to Staff

Developing an online wellbeing toolkit that staff can access to boost resilience and manage pressures

Developing an online information hub highlighting external services and resources that staff can access to boost resilience and manage pressures

Delivering a programme of development opportunities designed to help staff manage pressures and boost resilience

Commitments to Students

Developing an online wellbeing toolkit that students can access to boost resilience and manage pressures

Developing an online information hub highlighting external services and resources that students can access to boost resilience and manage pressures

Delivering a programme of activities designed to help students manage pressures and boost resilience

4 Opportunities to engage in physical health and wellbeing activities

We are proud of the opportunities we provide for students and staff to engage in social activities. We will provide opportunities for students and staff to improve their physical health and wellbeing.

This means we are committed to:

Commitments to Staff

Access to on-site sports centre with an affordable membership pricing structure

Provision of a guidance and information promoting healthy lifestyles across 5 areas – exercise/nutrition/sleep/smoking and alcohol

Access to CPD activities/UWL degree courses/apprenticeships

Promotion of volunteering activities staff can engage with

Encouraging non-student facing staff to be involved with student facing activities (i.e. enrolment/open days)

Commitments to Students

Access to a on-site sports centre with an affordable membership pricing structure

Providing opportunities for students to engage in sporting and fitness activities through the Students' Union

Providing opportunities for students to engage in societies and student groups linked to interests and hobbies

Providing students with social activities to get to know and socialise with other people on their course

Providing opportunities for students to engage with volunteering in the local community

5 Promoting positive health and wellbeing

We will promote positive health and wellbeing through creative communications and campaigns that eliminate stigma and encourage individual proactivity. We will develop a university-wide approach to supporting stress management and building resilience.

This means we are committed to:

Commitments to Staff

Acting to reduce stigma and promote positive conversations about mental health and wellbeing

Promoting respect and understanding on campus

Celebrating diversity and internationalism

Regular promotion and information available in respect of both internal and external services

Commitments to Students

Acting to reduce stigma and promote positive conversations about mental health and wellbeing

Promoting respect and understanding on campus

Celebrating diversity and internationalism

Prioritising our promotion work towards hard to reach groups

An annual evaluation will be undertaken by Student Services, Human Resources and Students' Union to ensure the University is on track as stipulated in Appendix A and B within the 5 year framework.



Appendix A – Measures for success 2023 – Student Plan

Commitment	Provision	Measurement for success (Examples)
Environment	Encouraging mutual respect and understanding on campus	<ul style="list-style-type: none"> Record and review number of formal complaints about behaviour
	Providing affordable and healthy food options on campus	<ul style="list-style-type: none"> Run student consultation on food options in 2019/20 A healthy main meal is available to everyone for £X on campus from 2020/2021 Free piece of fruit available with any main meal purchased on campus from 2020/2021
	Publishing accessible policies and procedures that our students can understand and engage with	<ul style="list-style-type: none"> Periodic review of policies and procedures is informed by student feedback
	Providing training opportunities to students who want to support others' mental health and wellbeing	<ul style="list-style-type: none"> Deliver a programme of peer-to-peer mental health awareness training for students
	Provide a supportive induction to students that sets them up for success	<ul style="list-style-type: none"> Introduce specific transitional and enrolment days for students with disabilities, MH or SpLD All new starters have access to an extended induction and enrolment programme
Support	Providing on-campus counselling, welfare and wellbeing support services	<ul style="list-style-type: none"> Students will be triaged and able to access a minimum of a 20-minute welfare appointment within 3 days of requesting one Students will be able to access a University counselling appointment within 4 weeks of registering with the service Students will be able to access a Wellbeing team member within 4 weeks at the point of enquiry
	Providing independent advice through the students' union for when things go wrong	<ul style="list-style-type: none"> 100% of students receive a drop-in appointment within three days of registering with the service >80% of cases have successful outcomes each year 1500 students receive proactive advice through Advice on Tour Project each year
	Providing on-campus careers and employability support	<ul style="list-style-type: none"> Offer in-curricular sessions/workshops Offer in-house employment opportunities to aid work experience Offer CPD events to enhance employability skill set
	Providing on-campus academic skills support	<ul style="list-style-type: none"> Offer weekly academic skills workshops
	Providing help gaining part-time work whilst studying	<ul style="list-style-type: none"> Invite employers to campuses to actively promote their opportunities (pop up stands) Host a minimum of two part-time employment fairs on campus
	Provide first-line crisis intervention through our Cause for Concern procedure	<ul style="list-style-type: none"> Empower all students to support their peer's using 'friends in distress' flowchart
	Ensuring all of our services are easy to access and understand	<ul style="list-style-type: none"> >90% of students in a campus-wide survey agree that UWL services are easy to access and understand from 2020 >90% of students in a campus-wide survey agree that SU advice service is easy to access and understand from 2020
	Developing local partnerships with the NHS and mental health care providers	<ul style="list-style-type: none"> Build relationships with local and national mental health care providers Offer alternative external sources of information and guidance to support students Build relationship with local authorities and police
	An annual review of our support services to ensure that they are responding to students' needs	<ul style="list-style-type: none"> Annual review conducted at the end of each year of this strategy High percentage of recommendations implemented for following year

Commitment	Provision	Measurement for success (Examples)
Tools	Developing an online wellbeing toolkit that students can access to boost resilience and manage pressures	<ul style="list-style-type: none"> • Introduce online specific interventions to maintain good mental health
	Developing an online information hub highlighting external services and resources that students can access to boost resilience and manage pressures	<ul style="list-style-type: none"> • embed up to date, relevant resources within the student hub for 24 hour access
	Delivering a programme of activities designed to help students manage pressures and boost resilience	<ul style="list-style-type: none"> • Offer specific workshops to assist with academic pressures ie. 'look after your mate', exam pressures, being a new student, managing anxiety • Develop an on-site 'student wellbeing community' aimed at students with an interest or history of poor mental health • Peer to peer mental health mentoring • SU to collaborate with schools and professional services to develop activities such as study groups • SU to deliver Advice on Tour programme to proactively support students to get the help they need
Opportunities	Access to a brand new on-site sports centre with an affordable membership pricing structure	<ul style="list-style-type: none"> • SU to lead delivery of UWL Sport and Fitness Centre
	Providing opportunities for students to engage in sporting and fitness activities through the students' union	<ul style="list-style-type: none"> • SU to deliver programme of low commitment sport and fitness activities
	Providing opportunities for students to engage in societies and student groups linked to interests and hobbies	<ul style="list-style-type: none"> • SU to coordinate delivery of student groups
	Providing students with social activities to get to know and socialise with other people on their course	<ul style="list-style-type: none"> • SU to deliver an inclusive social programme in addition to a course-based activity programme
	Providing opportunities for students to engage with volunteering in the local community	<ul style="list-style-type: none"> • Increase awareness of volunteering activities in the community • Increase volunteering hours year on year by (number/ %)
Promotion	Acting to reduce stigma and promote positive conversations about mental health and wellbeing	<ul style="list-style-type: none"> • Offer space/area to talk covering topics ie: LGBTQ+, consent, mental health • Offer a chill out room on campus at pressurised times • SU to deliver a student-led communications campaign on mental health and wellbeing
	Promoting respect and understanding on campus	<ul style="list-style-type: none"> • Annual campaign promoting all aspects of equality and diversity
	Celebrating diversity and internationalism	<ul style="list-style-type: none"> • Annual cultural worldwide celebration e.g. faith, food and fashion • SU to run communications campaigns celebrating diversity and to support student groups to deliver activities which celebrate diversity
	Prioritising our promotion work towards hard to reach groups	<ul style="list-style-type: none"> • Partnership with SU and student societies to offer events and activities to under-represented groups • Work with external providers to target hard to reach groups i.e: male victims of domestic violence, HIV, FGM, honour based violence • Engagement in Wellbeing campaigns and activities is representative of UWL's student demographics

Appendix B – Measures for success 2023 – Staff Plan

Commitment	Provision	Measurement for success (Examples)
Environment	Encouraging mutual respect and understanding on campus	<ul style="list-style-type: none"> recording number of formal complaints about behaviour year-on-year with aim to ensure this reduces Development and embedding of a staff code of conduct
	Publishing accessible policies and procedures that our staff can understand and engage with	<ul style="list-style-type: none"> Regular review of policies and procedures is informed by feedback
	Delivering training to staff to recognise, understand and respond to mental health and wellbeing matters effectively	<ul style="list-style-type: none"> Compulsory mental health awareness training for all frontline staff Compulsory online mental health awareness training for all staff
	Provide a supportive induction for staff that sets them up for success	<ul style="list-style-type: none"> New starter survey to include question on wellbeing All induction events to include information on health and well being
Support	Continued provision of Employee Assistance Programme (EAP)	<ul style="list-style-type: none"> Engage with EAP supplier to provide annual on-site visit to promote services. Monitor usage and take actions in respect of areas of high volume/consistent reasons for usage Provide annual report on service usage to Central Health, Safety and Welfare Committee
	Introduction of a network of Mental Health First Aiders (MHFA)	<ul style="list-style-type: none"> Minimum of 2 MHFA trained and in place across campuses Monitor usage of MHFAs and take action as appropriate from findings
	Continued provision of associated benefits (including eye care vouchers, flu vaccinations, reduced healthcare and gym memberships)	<ul style="list-style-type: none"> Increase promotion through annual event and regular internal communications Monitor take up of different benefits
	Development opportunities and promotional activities to support understanding and awareness	<ul style="list-style-type: none"> All relevant internal L and D provision to contain element on wellbeing Annual calendar of development activities to be provided Monitor attendance and feedback and adapt as necessary
	Providing managers and supervisors with broader understanding of related issues and developing their ability to support staff	<ul style="list-style-type: none"> All relevant leadership and management provision to contain element on wellbeing and skills to support staff effectively Annual calendar of development activities to be provided Monitor attendance and feedback and adapt as necessary
	Access to Occupational Health services who can provide UWL with advice and guidance on how to support individuals	<ul style="list-style-type: none"> Managing absence process and workshops to promote use of OH Aim to reduce mental health/stress related absences Monitor usage of OH and take action as appropriate from findings
	Ensuring all of our services are easy to access and understand	<ul style="list-style-type: none"> Monitor usage of all wellbeing related services (see Tools) Seek feedback from service users and take action as appropriate from findings
	Signposting of external organisations who can support across a range of areas	<ul style="list-style-type: none"> Monitor usage of all wellbeing related services (see Tools) Seek feedback from service users and take action as appropriate from findings

Commitment	Provision	Measurement for success (Examples)
Tools	Developing an online wellbeing toolkit that staff can access to boost resilience and manage pressures	<ul style="list-style-type: none"> • Introduce online specific interventions and training modules to maintain good mental health • Monitor usage of tools and adapt as necessary
	Developing an online information hub highlighting external services and resources that staff can access to boost resilience and manage pressures	<ul style="list-style-type: none"> • embed up to date, relevant resources on the intranet – HR Pages etc
Opportunities	Access to a brand new on-site sports centre with an affordable membership pricing structure	<ul style="list-style-type: none"> • Promote and monitor staff usage of this facility
	Provision of guidance and information on promoting healthy lifestyles across 5 areas – exercise/nutrition/sleep/smoking and alcohol	<ul style="list-style-type: none"> • Introduce specific interventions awareness raising activities
	Access to CPD activities/UWL degree courses/apprenticeships	<ul style="list-style-type: none"> • Promote and monitor staff take up of this facility
	Promotion of volunteering/charity fund raising activities staff can be engaged with	<ul style="list-style-type: none"> • Promote and monitor staff take up of this facility
	Encouraging non-student facing staff to be involved with student facing activities (i.e. enrolment/open days)	<ul style="list-style-type: none"> • Promote and monitor staff take up of this facility
	Promoting opportunity to mentor and/or be mentored	<ul style="list-style-type: none"> • Promote and monitor staff take up of this facility
Promotion	Acting to reduce stigma and promote positive conversations about mental health and wellbeing	<ul style="list-style-type: none"> • Clear guidance and advice as part of people management activities (i.e. appraisals, induction, absence management) • Increase promotion through annual event and regular internal communications
	Promoting respect and understanding on campus	<ul style="list-style-type: none"> • recording number of formal complaints about behaviour year-on-year with aim to ensure this reduces
	Celebrating diversity and internationalism	<ul style="list-style-type: none"> • Annual campaign promoting all aspects of equality and diversity
	Regular promotion and information available in respect of both internal and external services	<ul style="list-style-type: none"> • Record attendance figures • Assess if take up in services promoted increases • Gain feedback for those who attended as to success/ what else required and take action as appropriate

The University of
West London
St Mary's Road
Ealing
London W5 5RF

The University of
West London
Boston Manor Road
Brentford
Middlesex TW8 9GA

The University of
West London
Fountain House
2 Queens Walk
Reading RG1 7QF

Tel: 0800 036 8888
Int: +44(0)20 8231 2468
uwl.ac.uk