



**UK HEALTHY UNIVERSITIES NETWORK**

**OFFICE FOR STUDENTS, LONDON**

**WEDNESDAY 16 MAY 2018**

**NOTES FROM MEETING**

**&**

**REPORT OF THEMED SESSION/WORKSHOP**

**LEADERSHIP FOR A WHOLE UNIVERSITY APPROACH TO  
HEALTH, WELLBEING AND SUSTAINABILITY**

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## WELCOME

### Norton – OfS Introduction

Amy Norton, Senior HE Policy Adviser (Equality & Diversity) at the Office for Students (OfS), welcomed everyone to the Network Meeting and provided an introduction/overview. Specifically, she gave:

- A brief introduction to the OfS and its Strategic Plan
- An update on OfS's current work on safeguarding students
- An update on OfS's recent Catalyst Fund call on mental health for PGR students
- Information on OfS's involvement in a new cross-Government partnership to tackle mental health of young people
- A summary of work that OfS is doing to scope our role in improving student wellbeing and mental health
- An analysis being carried out to understand the wellbeing of graduates

Additionally, she emphasised that the OfS is open to ideas and feedback – inviting UK Healthy Universities Network members to get in touch regarding their perspectives and priorities for the OfS. Feedback from group discussion included:

- Diversity of settings
- Supporting networks
- Conversations with health services and funding for more work in this
- Information sharing with local services
- Student mental health and sharing good practice
- How is HWB explicit in the outcomes of the OPS
- Emphasising the whole university approach
- Students lobbying VCs re the whole agenda of HWB in Universities

## NETWORK UPDATE

### Dooris – Network Update

Prof. Mark Dooris, Co-Chair of the Network, added his welcome and thanks to Keith, Sue and colleagues. He provided a brief Network update:

- **Vision and Context:** The Network's vision is captured as follows: "A Healthy University aspires to create a learning environment and organisational culture that enhances health, wellbeing and sustainability." This draws on both consultation with Network members and the **Okanagan International Charter for Health Promoting Universities & Colleges**, which provides an important international context for progressing Healthy Universities and has two calls for action:
  1. Embed health into all aspects of campus culture, across the administration, operations and academic mandates.
  2. Lead health promotion action and collaboration locally and globally.
- **Brief History:** The UK Healthy Universities Network (UKHUN) has grown since its informal establishment in 2006. It currently has representation from 72 UK Universities – 59 England, 1 NI, 8 Scotland and 4 Wales; and also 20 Non-UK Universities and 26 stakeholder organisations. The Network is overseen by a Steering Group, which includes representatives from higher education and public health across all four UK administrations. It holds twice-yearly meetings and facilitates wider communication via its website, e-newsletters and information-sharing/request service, enabling members to stay connected and updated.
- **Membership:** Membership is open to UK HEIs who commit to the principles, vision and aspirations of the **2015 Okanagan Charter for Health Promoting Universities and Colleges** – and whilst the involvement of multiple internal stakeholders (including students' unions) is actively welcomed, universities are asked to nominate one lead member. Additionally, there is an option

of securing Executive Level sign-up from the vice-chancellor or equivalent. Associate membership is open to other stakeholder organisations (except private sector) and non-UK HEIs. Mark thanked members who have returned their forms and urged those who haven't to do so ASAP.

- **Website and Communications:** The **website** and associated **toolkit** continue to be well-used. Mark also highlighted the importance of an active membership in terms of submitting and updating case studies, providing news items for the website and newsletter (deadline **16 June 2018**), and responding to peer-to-peer information requests from members.

#### **ACTION:**

- ➔ ALL asked to submit and/or update case studies for the website – using the **link**.
- ➔ ALL asked to provide material (news, updates features, articles) for the newsletter – submit to **healthyuniversities@uclan.ac.uk** by **16 June 2018**.
- ➔ ALL asked to submit news items for the website.

#### **UPDATE ON RESEARCH PROJECT: HEALTHY UNIVERSITIES – WHOLE UNIVERSITY LEADERSHIP FOR HEALTH, WELLBEING AND SUSTAINABILITY**

Prof. Sue Powell provided an overview of and update on the research project undertaken by UCLan and Manchester Met. **Healthy Universities: Whole University Leadership for Health, Wellbeing and Sustainability**, part-funded by the Leadership Foundation for Higher Education [N.B. unfortunately, the final report is only a 'member-only benefit' and is therefore not available unless you are a member of the Leadership Foundation for Higher Education...we are exploring access issues further and will let Network members know of any changes to this].

#### **Prof. Sue Powell – Research Project Update**

#### **NETWORKING, SHARING OF PRACTICE AND PEER SUPPORT: PERSPECTIVES ON WHOLE UNIVERSITY AND WHOLE SYSTEM APPROACHES TO HEALTH, WELLBEING AND SUSTAINABILITY [ROUND TABLE DISCUSSIONS]**

Mark Dooris introduced the session, and Hazel Wright, Sharon Doherty and Prof. Judy Orme provided short insights into how their institutions have secured leadership and taken forward whole university and whole system approaches to health, wellbeing and sustainability. Further information is provided on **UCLan's Healthy & Sustainable University Group** in the form of Terms of Reference.

Small group discussions then followed, structured around the following themes/questions, which are listed with key discussion points (see also Appendix 1):

#### **Introductions: Where are you at in securing leadership for a whole university approach?**

- Huge variation – from VC sign-up and well-established strategic approach and structure, to wholly 'bottom-up'.
- Positivity about the journey and making progress
- Recognition that the journey is likely to be a long one
- Some strong connections between universities and external structures/strategies

#### **Examples of what's working well**

- Embedding health & wellbeing within corporate strategy
- Partnerships – internal and external
- Securing a strong student voice
- Engaging students' unions
- Getting key people on board as advocates

- Combining highly visible specific initiatives with strategic development – e.g. mental health first aid
- Tapping into less ‘usual’ areas – e.g. culture/arts

#### **Examples of challenges**

- Who owns it – securing wide-ranging buy-in & clarifying responsibilities
- Getting to the point where health & wellbeing is a high priority
- Using appropriate and engaging language for different stakeholder groups
- Articulating the whole university approach – ‘slippery’
- Describing what success looks like
- Measuring impact
- Securing ongoing funding/resourcing
- Maintaining authenticity through change

#### **How could the findings from the research project be further disseminated and used?**

- Advance HE
- Universities UK
- NUS
- Using it to describe what success looks like
- Using it as framework for further insight work
- Producing an easy-to-use infographic

### **THEMED SESSION: HEALTHY AND SUSTAINABLE UNIVERSITIES**

#### **Introduction and Feedback from Morning Session**

Mark Dooris gave brief feedback from the morning session, highlighting key issues and themes emerging from the discussion (see above).

#### **Mark Dooris – Groupwork Feedback**

#### **Insights from Canada**

#### **Dr Matt Dolf – Insights from Canada**

#### **A Whole University Approach: Developments and Perspectives**

#### **John de Pury – A Whole University Approach**

#### **Leading for Health and Wellbeing Across the Whole Organisation**

#### **Prof. Mike Thomas – Leading for Health and Wellbeing**

#### **Questions and Discussion**

Following the presentations, there were questions along with further discussion and networking.

#### **NEXT MEETING**

The next meeting will take place on **Tuesday 13<sup>th</sup> November 2018** at the **University of Edinburgh**. The provisional theme for the meeting is Physical Activity and Mental Health.

## **APPENDIX 1: FEEDBACK FROM SMALL GROUP NETWORKING AND DISCUSSION**

### **Where are you up to in Securing Leadership?**

- Have buy-in from SMT and/or senior levels of HR for a staff-pained project
- Lots of leadership support across different areas, but dispersed and difficult to join up.
- Staff + students wellbeing organised separately
- Hard to get sponsorship
- Finding ways to harness people's enthusiasms + passions while not losing directions+ control
- Scoping all H+W activities and developing a strategy and engaging senior leaders in departments.
- Presenting info and initiatives better
- EAUC = increase in SD + W being combined – Practical initiatives e.g.: active lifestyles , perception that student WB is prioritised over staff WB , leadership remains a challenge
- Things happening across different areas of uni (needs joining up to give priority , break up silos , resourcing issue , boundaries of uni/NHS , training staff to support initiatives)
- UWE: Fortunate to have VC as health background + UUK link
- Cambridge : Steering group + Pro vice as champion
- Creative Arts : Starting the conversation !
- VC Leading on HU initiative
  - Need to maintain authenticity through change
  - High level steering groups
  - Heads of depts. Are engaging
  - Step change encourages engagement
  - Middle MGMT not engaging
  - Champions are key!
- Working with combined authorities , combined University network , leadership team will try new ideas , maxtrix management .

### **What's working well?**

- Found a way to communicate and spread good news at senior levels = personal approach.
- Excellent WB week = collaborative across the institution's functions
- Great amount of activity
- Working in partnership SU = positive engagement on WB
- Coherence of a uni = Wide project
- Online initiatives = incentives to engage in healthy activities ( costly though )
- Linking SD + WB through "Sustainability appeals" = Some success in embedding in curriculum , less so in student services
- Team Wellbeing staff . No structure now but have evaluation and sustainable group – add EWU to that
- Dundee part of uni strategy .But next step see – assessment .lots happening
- Student health forum
- New boarding city
- Health agencies embedded
- Strategic plan
- Grass roots staff
- Stealth

- City Council + Partnerships
- Conversations are starting !
- Steering groups + Champions
- Champions
- Wellbeing advocates (in each dept.) for staff
- Wellbeing Champions
- Engaging students Unions
- Website with all advisory services!
- Time to change pledge
- IACT Course
- Mental Health First Aid
- Having it in strategy – Engaging staff
- Identified needs – ext
- Arts . Cultural wellbeing – different taking on H & W
- Visible staff – Free massages
- Key people .
- Student representation.
- More social spaces
- Campus , walk abouts
- A mile a day
- Health + wellbeing in strategic plan
- Investment in new wellbeing posts
- People board – X Dept.
- Wellbeing board , tasks + finish GPS
- Data sharing
- Operational GP – Not strategic
- Separate student wellbeing
- Reflect College /School culture
- Wellbeing in strategy

### **Challenges**

- Resources ( both money + people time )
- Structure
- Level of priority
- Cultural barrier in viewing H + WB staff + students as a top priority
- Definitions and models of what good looks like
- Lack of qualifications / Impact demonstrator
- Translating inst. Leadership into local management cultures
- How to make people + managers accountable?
- Challenge of communicating benefits in order to secure buy-in
- Diversity of student’s populations – e.g.: P/E, Mature + experiences, different pressures
- Re-branding of faculty offers new challenges
- Fear of not knowing what to do + the unknown
- How much can a Uni be “Whole Uni”

- People not “Owning” Wellbeing
- Hierarchy + new leadership
- Other focuses / Priorities
- Buy-in and ownership
- Fear of litigation
- Giving staff confidence to act in appropriate ways + know when to draw the line / stop .
- Findings from research = disseminated / used ?
- Student Unions have own agenda
- Articulating the HU approach
- Always on culture
- Flexible working – Trust issues by some UNE MGRS
- How do you embed HU into leadership
- Clarifying Responsibility
  - Should Universities set objectives for HU depts.
  - How does leadership value what is being done
  - Risks of setting objectives
  - Resourcing students – resilience
  - Leadership needs putting into student life
  - Cultural differences / Perceptions
- Looking through lens of Departments managers
- Language used to communicate
- Funding
- Change
- Students not knowing where things are – Spaces, services.
- Constitutions of Uni structures e.g.: Lunch break
- Ownership – Who does what
- Communication – Effective
- Evidence base – Evaluation
- Access to – Measuring impact data about students.
- Leadership needs to ensure systems in place that don’t set unrealistic expectations of staff
- Clarifying students expectations for HWB
- The leverage needs to come from Uni leadership and OFS for leadership

#### **How could the Research findings/report be used?**

- Toolkit for practitioners
- Infographics
- How will it be disseminated?
- EUAC + Other networks : identifying , engage and disseminate ( BUCS report forthcoming on physical activity benefits will be disseminated to leaders .
- via UUK
- Demonstrate impact
- What does success look like
- Link to self review tool Frame conversations
- Infographics
- Drilling down and getting further date via SU’s

**APPENDIX 2: ATTENDANCE**

<b>First Name</b>	<b>Last Name</b>	<b>Position</b>	<b>Organisation</b>
John	de Pury	Deputy Director of Policy	Universities UK
Mark	Dooris	Professor in Health & Sustainability/ Director of Healthy & Sustainable Settings Unit	UCLan
Sue	Powell	Professor of Public Health, Head, Centre for Innovation and Knowledge Exchange	Manchester Metropolitan University
Mike	Thomas	Vice-Chancellor	University of Central Lancashire
Andrea	Allen	Wellbeing Advisor	London South Bank University
Louise	Atkins	Research Associate in Performance Science	Royal College of Music
Sarah	Botcherby	Strategic Projects Manager, Human Resources Division	University of Cambridge
Lara	Carmel	Head of Workplace Health and Wellbeing	University of Essex
Paul	Carney	Director of Sport	Canterbury Christ Church University
Anne	Coufopoulos	Associate Dean	Coventry University
Amber	Cowburn	HU co-ordinator	University of the West of England
Tracy	Craven	Head of Student Central Advice Team	Oxford Brookes University
Karen	Cregan	Senior Lecturer in Business and Management	University of Chester
Amanda	Curtin	Health and Wellbeing Manager	University of Sunderland in London
Julie	Dagnall	Executive Director of Human Resources	University of Chester
Chris	Deacy	Assistant HR Director (HSW)	Cardiff Metropolitan University
Sharon	Doherty	Healthy University Coordinator / Healthy Settings Development Officer	UCLan
Sorcha	Duignan	Project Co-ordinator, Wellbeing Centre	University of Surrey
Juliet	Flynn	Staff and Organisational Development Advisor	Canterbury Christ Church University

Julia	Haas	Wellbeing Coordinator	King's College London
Tristan	Hale	Brookes Active Project Manager	Oxford Brookes University
Lisa	Harold	Research Assistant	University College Dublin
Jennifer	Hart	Relationship Development Manager	Education Support Partnership
Katie	Hay	Mental Health Advisor, Wellbeing Centre	University of Surrey
Nicola	Hogan	Space, Environmental & Sustainable Officer	Goldsmiths University
Maxine	Holt	Principal Lecturer In Public Health	Manchester Metropolitan University
Sara	Jackson	Head of Organisational Development, Engagement and Wellbeing	University for the Creative Arts
Helen	Jones	Staff Wellbeing Manager	Cardiff University
Monica	Kanwar	Director, Health Safety and Workplace Wellbeing	University of Hertfordshire
Michael	MacBean	Head of Counselling and Wellbeing	University of Leicester
Bernadette	McGrath	Projects and Partnerships Manager	Liverpool John Moores University
Linda	McSwiggan	Senior Lecturer, School of Nursing and Health Sciences	University of Dundee
Claire	Mitchell	Member Community Officer	Environmental Association for Universities and Colleges (EAUC)
Julie	Mulliner	Assistant Director of Human Resources	University of Chester
Amy	Norton	Senior HE Policy Adviser, Institutions	Office for Students
Judy	Orme	Co-Director of Institute for Sustainability, Health and Environment	University of the West of England
Caroline	Pandya	Health Promotion and Wellbeing Officer	De Montfort University
Karen	Smith	Head of Wellbeing	University College London
Katie	Stead	Sustainability and Energy Strategy Manager	Sheffield Hallam University

Jina	Tanton	Health and Wellbeing Coordinator	University of Warwick
Stephen	White	Student Support and Welfare Manager	Brunel University London
Hazel	Wright	Student Wellbeing coordinator	Teesside University
<b>Apologies</b>			
Angela	Dale	Head of Sport	Keele University
Lily	Green	Vice President Welfare	UCLan Students' Union
Kara	Holloway	Healthy University Officer	Keele University
Agnes	Knoll	NUS Student Eats Programme Manager	National Union of Students (NUS)
Adrian	Ibbetson	Head of School of Sport & Wellbeing	UCLan
Brian	Mullins	Director of Health Promotion	University College Dublin
Cerys	Preece		Public Health Wales
Peter	Rands		Canterbury
Aileen	Stirling		Anglia University
Rose	Terpstra		Cardiff University
Hazel	Wallace-Williams	Mphil/PhD Ed and Health	University of Greenwich
David	Walmsley	Deputy Director, Students' Services	Anglia Ruskin University
James	Whittingham		LSBU
Emma	Wilkins	Executive Director of Student & Staff Services	York St John University
Jane	Wills	Professor of Health Promotion	LSBU
Elizabeth	Jenkinson		University of the West of England