CARDIFF METROPOLITAN UNIVERSITY

HEALTHY UNIVERSITY STRATEGY 2016-20

A strategy for promoting the University's social responsibility

The most valuable possession is knowledge

Introduction

This Strategy focuses on corporate social responsibility – i.e. the University's approach to going beyond legal, regulatory and contractual requirements to act in the wider interests and welfare of society. The scope of the Strategy encompasses factors such as environmental responsibility, promoting health and wellbeing, ethical ways of working, opportunities to use the Welsh language, and supporting social cohesion. The immediate or direct beneficiaries of the Strategy include communities, students, stakeholders, and staff. There are two primary reasons why the University should 'do good'. Firstly, social responsibility is consistent with the values, mission and charitable status of the University. Secondly, the University's sustainability is enhanced by doing things that are relevant and beneficial for the communities (local, national and international) and people on which the University depends.

The University has a successful record of investing in the local community, environmental awareness and human capital development. The progress is evidenced by the following externally recognised achievements:

- Gold level Corporate Health Standard.
- ISO14001 certified Environmental Management system.
- 'Gold' in the Welsh Government's travel plan awards and for the development of a second generation carbon management plan.
- Investors in People 'silver' status.
- Two Ticks (Disability) and Stonewall (Gay, Lesbian and Bi-Sexual) symbols.
- Fair Trade University.

Within the UK and internationally, there is growing awareness that effective programmes targeting corporate social responsibility priorities are likely to be complex and multi-factorial. Increasingly universities are looking to apply a more strategic and 'whole organisation' approach to the promotion of community engagement, health and wellbeing, and environmental sustainability. This approach is consistent with the principles enshrined in the Future Generations (Wales) Act (passed in March 2015), which places requirements on public bodies to meet wellbeing objectives, and is reflected in the aims of the Healthy Universities Initiative[1].

An integrated approach to community engagement, health and wellbeing and environmental sustainability has the potential to deliver tangible benefits to the University's operations, in particular:

- Improved health and wellbeing of students and staff.
- Improved student experience and retention.
- A more motivated and supported workforce.
- Improved business performance and productivity.

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[1] http://www.healthyuniversities.ac.uk/

- Strengthened institution-level commitment to practise corporate responsibility.
- Projecting a positive public perception of the University.

The Strategy signals the intention to apply a more instrumental approach to actively influencing the factors that have the greatest impact on how people experience the learning and working environment, such as: relationship with their peers/supervisors/managers; organisational culture; the opportunity for personal development; equitability, opportunities for work life balance; health; safety; personal wellbeing; and environmentally friendliness.

During the consultation phase of developing the Strategy it became apparent that much good practice has developed and is being applied across the University. Quite often this has happened organically with little direct involvement from the University's corporate operations. The University wishes to encourage and enable beneficial activities and recognises that seeking to replace community led endeavour with corporate/management direction could easily have easily undermine the factors that motivate individuals and so be counterproductive. Consequently, this Strategy consciously seeks to limit corporate/management leadership to specific areas in which corporate/management direction is unavoidable because of the University's legal and organisation responsibilities (for example factors that relate to health and safety). The Strategy stresses the role of groups and peer networks in identifying and leading change. This will enable the University to move from a state where changes and developments are tacitly supported by the majority, to one in which the explicit views of the majority actively shape choice and action. In the areas covered by the Strategy the primary role of management is to enable good ideas, behaviours and activities to occur and be sustained. Sometimes it may be necessary for management to moderate between competing or conflicting interests.

Whilst the scope of the Strategy is holistic, in keeping-with the approach adopted across the University's strategic agenda, this document focuses consciously on those areas which require the greatest change. Omission of any subject does not signify that it is unimportant or that it is or will not be pursued.

This Strategy has clear links with other strategies – including those relating to the Estate; Equality; External Relations & Communications; Human Resources; Learning, Teaching & Assessment; and Student Experience. Supporting staff, students and the public to use Welsh at the University is a key component of this Strategy and is implied in all developments in Wales. The successful delivery of this Strategy requires on partnership working between the University and Cardiff Met Student Union, particularly in relation to student engagement with the local and wider community.

The Strategy is composed of three aims, each of which has a limited number of associated key objectives:

THEME	ASSOCIATED OBJECTIVE

1. Community Engagement	Promote social cohesion through community engagement and partnership
2.Environmental Sustainability	Meet environmental responsibilities, control the ethical and social impacts of the University's activities, and deliver more cost efficient operations
3. Health and Wellbeing	Promote a safe and supportive environment for students and staff, which celebrates inclusivity and enables individuals to make informed lifestyle choices

Each theme is accompanied by:

a) A contextual summary.
b) A small number of key targets.
c) A description of the primary mechanisms that will be used to facilitate the achievement of the targets.

The Strategy is supported by an Action Plan which will be refreshed on an annual basis.

1. COMMUNITY ENGAGEMENT

The term 'community engagement' is used in this Strategy to describe the way in which the University makes a difference to the wellbeing of external communities.

The impact of many of the University's activities are readily quantified and understood, for example: student outcomes; widening access; knowledge exchange and transfer; and research. However, historically the University has undertaken relatively little work to pinpoint the societal value of activities and services that students and staff provide outside of the mainstream of the University's four academic missions.

The University is not unique in this regard – the attention of government, funding bodies, and regulatory bodies has required universities to develop information and systems that satisfy financial accountability requirements. Nevertheless it is perhaps surprising that the university sector has not invested to the same extent in gathering information about its wider interactions with communities as, in the final analysis, these represent the client base from which universities derive their long-term sustainability. Whilst the educational and financial significance of teaching and learning, internationalisation, research and enterprise to a university can be identified, the value of activities not related directly to the delivery of the University's four academic missions is not so easily understood.

This Strategy seeks to redress a gap in the University's knowledge about itself. The generation of better information will improve the University's ability to plan, deliver, communicate and promote the social value and discretionary activities. In so doing it is the intention that the University will apply a more systematic approach to community engagement. Widening access as activity that is subject to external regulation is not included in this Strategy, but is addressed by the University's Fee and Access Plan, and in the Learning, Teaching & Assessment Strategy and the Internationalisation Strategy.

Objective	Targets
Promote social cohesion through community engagement and partnership	The University to deliver public events to a minimum of 10,000 attendees annually
	The University to commit a minimum of 2% of academic staff time (days) committed to public events annually (representing a minimum investment of £500K)
	The University to deliver a minimum of 6,000 visits from children and young people for specialist sports activities annually

	The University to engage with a minimum of 2 community-based projects annually
	The University to provide corporate sponsorship to a minimum of 20 community organisations annually
	A target relating to student volunteering will be included when Cardiff Met Student Union & the University have established measurement & impact mechanisms

We will primarily, but not exclusively, achieve the targets through:
1) Community projects.
2) Volunteering.
3) Public lectures, exhibitions and events.
4) Public/community use of University facilities.
5) Sport clubs, sport development and sport facilities
6) Corporate sponsorship & philanthropy.

2. ENVIRONMENTAL SUSTAINABILITY

The concept of sustainable development is complex, spanning organisational efficiency, environmental quality, ethical considerations, and social equity. The University has adopted a wide definition of sustainability "…based on engaging in development that meets the needs of the present, without compromising the ability of future generations to meet their own needs." [Cardiff Metropolitan University's Sustainability Policy.]

The University is a major regional employer and its decisions, actions and operations can have significant environmental, social and economic impacts. Governments and local communities are increasingly expecting both social/public sphere organisations and businesses to demonstrate awareness and commitment to environmental concerns. The requirements of universities are perhaps greater than for many other organisations given their unique ability to be leading advocates of the environmental agenda in their teaching, learning, research, decision making and operations. In this context it is relevant to note that the University influences students (and other stakeholders) through its curriculum, teaching and research, and also through their experience of the estates and facilities.

There are multiple benefits for the University in embracing the environmental agenda: for society and local communities in general; to give tangible meaning to the University's delivery of its social mission; and to make the University a better and more sustainable environment in which to study, research and work. However, the delivery of enhanced environmental sustainability is not necessarily a straightforward thing for universities to achieve as it often involves having to balance complex regulatory requirements with students/stakeholder expectations in financially constrained circumstances.

Our approach to sustainability can be described as an organic or bottom-up approach within a facilitative management framework, rather than a top-down imposition of a high-level concept. This has enabled the University to implement relevant and meaningful change. The University does not propose to fundamentally change the approach, but rather wishes to stimulate further advances in environmental sustainability by consciously giving a higher profile to the activity. By so doing it is intended that the consideration and application of environmental sustainability principles will be more effectively embedded in the consciousness and actions of staff and students.

Objective	Targets
Meet environmental responsibilities, control the ethical and social impacts of the University's activities, and deliver more cost efficient operations	To maintain the ISO14001 Environmental Management Systems Standard

To maintain a position within the top quartile of the People & Planet University Green League |

We will primarily, but not exclusively, achieve the targets through:

1) Improvements to the University's academic and student residential campuses delivered through the long-term Estates Plan.

2) Environmental management initiatives and actions including, but not limited to:

    - Energy efficiency, the use of renewable resources and the use of low carbon technology.
    - Minimising waste generation and promoting repair, reuse and recycling over disposal of wastes
    - Improving the ecology and biodiversity of the estate.
    - Improving the 'look and feel' of the estate and facilities.

3) Promoting global citizenship, inclusivity and sustainability through portfolio and curriculum design and renewal.

4) Promoting and supporting sustainable and active travel to and from campuses.

5) Sustainable procurement, including promoting and applying fair trade principles

3. HEALTH & WELLBEING

The notions of health and wellbeing have been intertwined for over half a century. In 1946 the World Health Organisation defined health as "a state of complete physical, mental, and social wellbeing and not merely the absence of disease or infirmity". Wellbeing is commonly used to refer to a person's social, economic, emotional, spiritual or medical state, or combinations of these. Sometimes the term is used to describe a state of inner happiness; 'high' wellbeing means that, in some sense, a person's experience is positive, while 'low' wellbeing means it is more downbeat or pessimistic.

Multiple factors impact on students and staff health and wellbeing. Some of these are not the responsibility of the University and many reside beyond its direct influence. However, the University recognises that it is a significant determinant of individual health and wellbeing of both students and staff because of its centrality to their lives.

The provision of a supportive and enabling environment and services can play a significant role in supporting the health and wellbeing of students. For example, making services available through the medium of Welsh could be of significant benefit Welsh speaking students. However, for most students, the university experience amounts to more than activities relating to learning. It can be a time when some students are developing personally and socially, and an environment which can influence the values, priorities and choices that individuals make in relation to their future health and wellbeing.

The proportion of time spent by staff at work emphasises the importance of promoting health and wellbeing in the workplace. Investing in staff wellbeing can have positive outcomes both for staff and the University. Studies have shown there is a relationship between the psychological wellbeing of employees and positive organisational outcomes, such as reduced levels of sickness absence as well as enhanced productivity and performance. The Strategy encompasses the physical, mental and social health of employees and recognises that their values, personal development and work within the University contribute to their overall wellbeing. The Strategy recognises and supports staff in their right and desire to use Welsh whilst at the University as part of their personal development and their work.

This Strategy sets out how the University intends to promote and embed positive physical, mental and social health and wellbeing of its community of students and staff through positive action.
- Creating an environment in which equality of opportunity is guaranteed, and in which diversity is sought and valued.
- Promoting healthy lifestyle choices.
- Providing a range of services which improve the physical, emotional and sexual health and wellbeing of students and staff.

- Empowering individuals to develop the necessary knowledge and understanding to make informed choices about their health, wellbeing and safety, and reducing risk-taking behaviour.
- Developing effective partnerships with specialist local, regional and national organisations.
- Responding to a widely-shared desire to establish Cardiff Met as a smoke-free environment.

The philosophy which underpins the Strategy is one of self-help (facilitated where appropriate) and individual responsibility within a corporate framework. The Strategy is informed by related national guidance as well as a number of legal requirements such as the University's obligation to protect students and staff from radicalisation, and the employer's duty of care.

While the scope of this section of the Strategy encompasses both students and staff, it is orientated more to the latter as specific student interests are addressed in the Student Experience Strategy.

Objective	Targets
Promote a safe and supportive environment for students and staff which celebrates inclusivity and enables individuals to make informed lifestyle choices	To achieve Athena Swan Bronze Award before the end of 2016-17
	Achieve the Race Equality Charter Bronze award by July 2020
	Retain membership of the Stonewall Diversity Champions programme and ranking in the Workplace Equality Index (Gay, Lesbian, Bi-Sexual and Transgender)
	Reduce the difference between the proportion of staff (7.6%) and Cardiff-based students (16.8%) who can speak Welsh
	Maintain 'Gold Level' Corporate Health Standard and working progressively towards Platinum
	Achieve and sustain a profile in which the University's performance relative to benchmarked organisations is better than average in all 6 areas evaluated by the HSE Management Standards by 2017-18, and for some areas to be in the top 20% of benchmarked organisations by 2019-20
	Increase the retention of full-time undergraduate students in the year following

	entry from 87% (2013-14 entrants) to 90% by 2017-18, and to 92% by 2019-20

We will primarily, but not exclusively, achieve the targets through:

1) Promoting equality and diversity through the Strategic Equality Plan, related initiatives and networks.
2) Developing an information base to support and guide practical action, through:
   - The Centre for Occupational Health and Wellbeing (EmWell).
   - Staff health and wellbeing surveys.
   - Research projects.
3) Initiatives and actions that support health and wellbeing awareness and/or the adoption a healthy and active lifestyle, including but not limited to:
   - Staff health screening/services (e.g. health MoTs, discounted access to University health clinics and centres, access to discounted health plan service).
   - Positive action (e.g. healthy eating, smoking cessation, bike and walk to study/work, recreation and physical activity).
   - Training and awareness raising (e.g. mindfulness programmes for students, stress management for staff).
   - Digital wellbeing.
4) Services and actions that help instances of ill-health, including but not limited to:
   - Occupational Health.
   - Mental health training and counselling.
   - Other advisory and counselling services (for students).
5) Actions and mechanisms that promote the use of the Welsh language.
6) Actions and mechanisms that promote safety, including but not limited to:
   - Health and safety audits and improvement actions.
   - Protecting individuals from the risk of radicalisation.

CARDIFF METROPOLITAN UNIVERSITY

HEALTHY UNIVERSITY STRATEGY 2016-2020

ACTION PLAN FOR THE PERIOD TO JULY 2017

A strategy for promoting the University's social responsibility 2016-20

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1. SOCIAL RESPONSIBILITY

Objective	Targets	Accountability
Promote social cohesion through community engagement and partnership	The University to deliver public events to a minimum of 10,000 attendees annually The University to commit a minimum of 2% of academic staff time (days) committed to public events annually (representing a minimum investment of £500K) The University to deliver a minimum of 6,000 visits from children and young people for specialist sports activities annually The University to engage with a minimum of 2 community-based projects annually The University to provide corporate sponsorship to a minimum of 20 community organisations annually A target relating to student volunteering will be included when Cardiff Met Student Union & the University have established measurement & impact mechanisms	University focused targets - Director of External Relations Cardiff Met SU focused targets – CEO CMSU

We will primarily, but not exclusively, achieve these targets through:

MECHANISMS	ACTIONS/MILESTONE(S)	RESPONSIBILITY	PROGRESS	DEADLINE
Community projects	Evaluate the scope and impact of the University's and CMSU's	Director of External		April 2017

	respective community-focused projects & activities to better understand gaps and overlap	Engagement & CEO CMSU		
Volunteering	Evaluate potential for enhancing & expanding student volunteering through developing an association with Student Volunteering Cardiff	CEO CMSU		December 2016
	Evaluate potential for facilitating staff volunteering in association with Business in the Community &/or other mechanisms	Head of Commercial Services (Estates & Facilities) & HR Manager (Occupational Health, Safety & Wellbeing)		December 2016
Public lectures, exhibitions, events	Review scope, impact & organisation of public lectures, exhibitions & events	Director External Relations		July 2017
Public use of facilities	Review usage & impact of community access to library collections	Director of LIS		April 2017
Sport	Develop & implement protocols for recreational/sport networks to gain access to Sport Cardiff expertise	Director of Sport		April 2017
Corporate sponsorship & philanthropy	Review scope and focus of corporate sponsorship programme	Director of External Relations		April 2017

2. ENVIRONMENTAL SUSTAINABILITY

Objective	Targets	VCB accountability
Meet environmental responsibilities, control the ethical and social impacts of the University's activities, and deliver more cost efficient operations	To maintain the ISO14001 Environmental Management Systems Standard To maintain a position within the top quartile of the People & Planet University Green League	COO

We will primarily, but not exclusively, achieve these targets through:

MECHANISMS	ACTIONS/MILESTONE(S)	RESPONSIBILITY	PROGRESS	DEADLINE
Estates Plan	Implement 'public realm'/green spaces enhancements to the estate	Director of Estates		On-going
	Evaluate scope & costs of implementing localised heat management (i.e. thermostats)	Director of Estates		March 2017
Environmental management	Identify staff expertise & interest in environmental management/action as a precursor for establishing a 'Green Team'	Head of Commercial Services (Estates & Facilities)		January 2017
	Establish tangible environmentally focused initiatives for staff/student participation (e.g. natural dye garden)	Head of Commercial Services (Estates & Facilities)		July 2017
				January 2017

	Develop external website to meet new requirements of the People & Planet league table	Head of Commercial Services (Estates & Facilities)		July 2017
	Investigate & evaluate social enterprise opportunities, including a potential application for the Social Enterprise Mark	Head of Commercial Services (Estates & Facilities)		April 2017
	Evaluate scope, benefit & cost of replacing pool cars with electric/hybrid vehicles	Head of Commercial Services (Estates & Facilities)		
Portfolio & curriculum	Provision of self-evaluation tools and workshops that promote and support the delivery and development of an inclusive curriculum	Dean of Learning & Teaching		July 2017
Travel	Undertake comprehensive review of the Travel Plan and associated supporting mechanisms & facilities	Head of Commercial Services (Estates & Facilities)		December 2016
Procurement	Evaluate & act on implications of Modern Slavery Act 2015	Head of Procurement & Director of HR		July 2017

3. HEALTH & WELLBEING

Objective	Targets	VCB accountability
Promote a safe and supportive environment for students and staff which celebrates inclusivity and enables individuals to make informed lifestyle choices	To achieve Athena Swan Bronze Award before the end of 2016-17 Achieve the Race Equality Charter Bronze award by July 2020 Retain membership of the Stonewall Diversity Champions programme and ranking in the Workplace Equality Index (Gay, Lesbian, Bi-Sexual and Transgender) Reduce the difference between the proportion of staff (7.6%) and Cardiff-based students (16.8%) who can speak Welsh Maintain 'Gold Level' Corporate Health Standard and working progressively towards Platinum Achieve and sustain a profile in which the University's performance relative to benchmarked organisations is better than average in all 6 areas evaluated by the HSE Management Standards by 2017-18, and for some areas to be in the top 20% of benchmarked organisations by 2019-20 Increase the retention of full-time undergraduate students in the year following entry from 87% (2013-14 entrants) to 90% by 2017-18, and to 92% by 2019-20	DVC/Director of Student Experience – students & Welsh language COO - staff

We will primarily, but not exclusively, achieve these targets through:

MECHANISMS	ACTIONS/MILESTONE(S)	RESPONSIBILITY	PROGRESS	DEADLINE
Equality and diversity initiatives and networks	See Strategic Equality Plan and Athena Swan Plan for actions	Secretary & Clerk		
Health & wellbeing information	Sign up to 'Time to Change Wales Pledge' to remove stigma	HR Manager (Occupational		July 2017

	surrounding mental health in the work & study environment	Health, Safety & Wellbeing) - all		
	Harness expertise in CSHS, Food Industry Centre and CSS to develop nutrition information on menus			July 2017
	Evaluate benefit, scope & cost of introducing mindfulness support for staff			April 2017
Promoting heath & wellbeing and adoption of healthy/active lifestyle	Review University Smoking Policy (to encompass vaping)	COO		September 2016
	Review Cardiff Met Sport Strategy	Director of Cardiff Met Sport		December 2016
	Develop & implement a more diverse food offer across the University's & CMSU's catering outlets	Head of Commercial Services (Estates & Facilities) & CEO CMSU		July 2017
	Engage with CSHS (Nutrition & Dietetics) to support development of new product (food) development at University catering outlets	Head of Commercial Services (Estates & Facilities)		July 2017
	Enhance involvement with the Sustainable Food City initiative	Head of Commercial Services (Estates & Facilities)		On-going

Services helping instances of ill-health	Establish staff/student referral to Exercise Medicine project	HR Manager (Occupational Health, Safety & Wellbeing)		July 2017
Welsh language	Evaluate the effectiveness or Welsh language classes for staff	Welsh Medium Provision Manager		July 2017
	Evaluate the demand for extending opportunities for staff learning Welsh	Director of HR		July 2017
	Create staff networks across the University that facilitate staff in using Welsh informally	Welsh Medium Provision Manager		December 2016
	Evaluate options for making it easier to identify Welsh speakers	Welsh Medium Provision Manager		April 2017
	Evaluate the Welsh medium student representation structure within the University	Welsh Medium Provision Manager & CEO CMSU		December 2016
	Develop a policy on using Welsh internally for the purposes of promoting the use of the language	Welsh Medium Provision Manager		July 2017
Promoting safety	Deliver PREVENT action plan	Dean of Students		On-going

OVERARCHING ACTION POINTS

MECHANISMS	ACTIONS/MILESTONE(S)	RESPONSIBILITY	PROGRESS	DEADLINE
Staff time	Evaluate the capacity of the University's employment framework for supporting staff engagement with activities linked to the HU Strategy	Director of HR		July 2017
Internal communications/networks	Launch the HU Strategy	HR Manager (Occupational Health, Safety & Wellbeing) and Head of Commercial Services (Estates & Facilities)		September 2016
	Review & revised existing HU related Sharepoint web pages and content to ensure a coherent & visible link between constituent parts of the Healthy University Strategy. (To include information on how to book/access venues & spaces for recreation, leisure & sport)	HR Manager (Occupational Health, Safety & Wellbeing) and Head of Commercial Services (Estates & Facilities)		December 2016
	Review operation & impact of Bright Ideas scheme	Director of External Engagement		April 2017
Understanding of Healthy University concept	Engage CSAD Design students in 'Real World' curriculum project to develop innovative ways of communicating HU concept	HR Manager (Occupational Health, Safety & Wellbeing)		July 2017

Promotion of positive engagement with Healthy University	Evaluate scope for setting targets/challenges (e.g. for recycling, energy savings, physical exercise)	HR Manager (Occupational Health, Safety & Wellbeing) and Head of Commercial Services (Estates & Facilities)		July 2017
Communication of outcomes Strategy	Produce accessible (e.g. visual) summary information that describes/shows progress & outcomes	Director of External Engagement, HR Manager (Occupational Health, Safety & Wellbeing) and Head of Commercial Services (Estates & Facilities)		July 2017