

LONDON HEALTHY WORKPLACE CHARTER

Verification scorecard for excellence award

Updated August 2016

NAME OF APPLICANT ORGANISATION: _____

NAME OF BOROUGH WORKPLACE HEALTH LEAD: _____

DATE OF SCORECARD AND EVIDENCE PORTFOLIO SIGN OFF: _____

NAME OF VERIFIER: _____

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Greater London Authority
August 2016

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CHAPTER 1

VERIFICATION SCORECARD VERSION CONTROL GUIDANCE

1. Saving convention

In order to help with the process of signing off the scorecard, please ensure that you update the version number and save a new version of the scorecard each time you make an amendment. When saving the file please use the following:

[**file name** e.g. *Verification Scorecard*]
[**month of accreditation** e.g. *June 2015*]
[**organisation name** e.g. *Twinkle Council*]
[**version number** e.g. *V0.1*]

Therefore the file name will read as:
Verification scorecard June 2015 Twinkle Council V0.1

Each time you make an amendment or update the scorecard, it should be saved as a new version number. Therefore you will start at V0.1, V0.2, and V0.3 and so on and so forth until you have the final version that is ready to be submitted. This is shown below:

Verification scorecard June 2015 –
Twinkle Council V0.1

2. Submitting the final version

The final version that will be submitted to the central programme team should be saved as:

*Verification Scorecard August
2016 - Twinkle Council V1 (FINAL)*

CHAPTER 2

HOW THE SCORECARD WILL BE USED

The scorecard brings together information from all those involved in the verification process into a single document. The scorecard will be seen by the central programme team at the GLA and by the verifiers as part of the final verification day. It is made up of three sections, which are to be completed as follows:

1. Information about the organisation: to be completed by the applicant organisation at the start of the process.

2. Evidence review: this sets out the evidence provided by the applicant organisation and the workplace health lead's comments. It is made up of eight parts, one for each of the standards covered by the charter. The following needs to be completed before verification day:

- Box for testimonial about commitment level: for applicant organisations to summarise briefly how they met the commitment level charter requirements, possibly using text from their online commitment submission.

- Not/partially/fully met or N/A column: for applicant organisations to indicate the degree to which they meet the requirements of the standard. Please use NM (not met), PM (partially met), FM (fully met) or NA (not applicable).
 - Evidence comment box for the applicant organisation to provide a sentence or two summarising the evidence they are submitting, which they have shown to the workplace health lead.
 - Comment box for workplace health lead to add any comments from their perspective about the applicant organisation's evidence in this area.
 - Comment box for workplace health lead to add any evidence or comment on excellence standards if met.
-

3. Verification: includes a verification discussion page for each of the standards covered by the charter plus two summary pages, for completion as follows:

- *Verification discussion pages:* verifiers will make a qualitative assessment of **leadership, culture and communication** for each standard through discussion with the applicant organisation on verification day. They will then provide a score for each and note the organisation's strengths and development areas.
- *Scores summary:* for completion by verifiers, after the verification interview, bringing together all the scores they have given the applicant organisation in the verification discussion pages.
- *Overall assessment:* an assessment of the level the applicant organisation has attained, together with overall strengths, development areas and advice for improvement. It is to be completed by the workplace health lead before verification day, then added to by verifiers on the day.

CHAPTER 3

INFORMATION ABOUT THE ORGANISATION

**To be completed by the
applicant organisation at
the start of the process**

Contact name	Andrea Allen
Contact number	
Contact email address	
Type of organisation (public/private/third sector etc)	Public/3 rd sector
Nature of business	Higher Education
Address(es) of organisation and indication of the locations/branches/parts of the organisation that are applying for the award	XXXX
Number of employees in the organisation overall and in each of the locations/branches/parts of the organisation applying for an award	Approximately 1760
A description or diagram of the structure of the organisation (organogram or other information can be attached as a separate document)	See attached
London borough of	

Background to application - to be completed by the applicant organisation at the start of the process

Current charter level	<ul style="list-style-type: none"> - Commitment level √ Achievement level
Summary of organisation's reasons for applying at this level (for example duration of wellbeing programme, evidence of impact, embedded approach, etc.)	<p>Two of XXXX's key strap lines are – '<i>let's make LSBU a great place to work</i>' and '<i>become what you want to be</i>'. These words encapsulate our aspiration to create a working environment and organisational culture that enhances our employees health and wellbeing. We are applying for the London Healthy Workplace Charter Excellence award to further validate our agenda and seal our reputation as a leader in employee Wellbeing in the Higher Education sector. We continue to develop a set of data metrics which is enabling us to assess our strengths and weaknesses and implement the necessary initiatives which will ultimately improve the Health and Wellbeing of our staff.</p>

<p>A brief history of the development of the workplace wellbeing programme (around 100 – 200 words)</p>	<p>We have come a long way since being granted the Commitment (2015) and thereafter Achievement (2016) awards for the 'London Healthy Workplace Charter'. The evidence we were required to submit in order to achieve these awards, was crucial for steering us in the right direction, with respect to our vision, mission and strategic plans.</p> <p>A robust approach to improving staff Wellbeing has been developed in consultation with 26 Wellbeing Champions, Trade Unions, general staff and key stakeholders. The Health and Wellbeing profile has increased immensely especially since a full time Wellbeing Advisor was engaged in 2016. We held a Wellbeing Conference (2016) which celebrated Wellbeing, Participation and Inclusion around the Wellbeing theme. Our Wellbeing Activity Day (2017) engaged 350 staff and helped to embed many of our initiatives and programmes. This year we will hold the second Wellbeing Business Breakfast in collaboration with City Hall's Healthy Workplace Team. This reflects our commitment to raising the profile of Wellbeing, not only within our organisation but within the wider community.</p>
<p>Any other comments about charter application</p>	<p>No</p>

CHAPTER 4

EVIDENCE REVIEW

**To be completed by
applicant organisation
& workplace health lead
before verification day**

CHAPTER 5

VERIFICATION DISCUSSION NOTES

**To be completed by
verifiers at verification
day**

1. Corporate support for wellbeing – evidence review

COMMITMENT LEVEL	Testimonial from organisation
<ul style="list-style-type: none"> • The organisation has assessed its needs and priorities around health and work and developed an action plan • Management can demonstrate process for ongoing consultation and communication with staff on workplace health • Senior management encourages consistent and positive approach to employee well-being throughout the organisation • The organisation is aware of responsibilities under Equality Act 2010 and other equality legislation is known and adhered to • There is an effective policy/process in place for communication with staff 	<p>A Wellbeing Working Group (WWG) was established in March 2015 by the University Executive and comprises representatives across all stakeholder services. Its terms of reference are to review existing wellbeing arrangements, to acknowledge good practice, and identify areas for future development. The group will drive the implementation of a strategic action plan to embed wellbeing across the institution. Stress management and mental health awareness are examples of recent focus areas.</p> <p>The Health and Safety Joint Committee, which includes trade unions, has been our forum for establishing early consultation on issues relating to wellbeing. The results have been shared with the University's Board of Governors and the Executive team, who have endorsed high level health and work needs assessment and priorities.</p> <p>Consultation and communications have included:</p> <ul style="list-style-type: none"> • Strategic activities included an annual Employee Engagement Survey, local health and safety forums, the Mind Matters Mental Health Awareness Event (November 2014), and a management leadership conference that highlighted issues regarding Health and Wellbeing. This promoted the commitment to raising the profile of Wellbeing through an executive sponsor. • The Employee Engagement Survey 2016 and smaller 'Pulse surveys' will focus on key Health and Wellbeing questions, informing the work programme for the next 5 years. This information will be broken down by working area so trends and requirements are understood and linked to staff absence, motivation etc. • The University's Executive team has fully supported the work of the Wellbeing working group to develop a consistent approach. The Deputy Vice Chancellor is the sponsor for WWG with the full support of the Executive Director of HR who also promotes strong links with our Academy of Sport as part of Wellbeing. • The University has a Diversity and Inclusion strategy, 'All People Matter', which ensures our compliance with the Public Sector Equality Duties (PSED) of the Equality Act 2010. • The University is a Stonewall Top 100 employer, which demonstrates our commitment to creating an inclusive

	<p>workplace.</p> <ul style="list-style-type: none"> • XXXX is committed to its responsibilities under the Equality Act 2010. Senior managers have received training on their responsibilities as well as development on unconscious bias, recruitment and selection and other equality or Health and Wellbeing related training. • The Health Safety and Resilience Team provide support and training on issues such as DSE assessments and Personal Emergency Evacuation Plans for anyone with mobility issues. • HR promotes best practice on employment related aspects of the Equality Act 2010. The University works with external organisations and charter marks such as Stonewall Workplace Employment Index (WEI), the Equality Challenge Unit Athena Swan and Race Equalities Charter Mark, to promote best practice and ensure we meet our legal requirements. • The best way to communicate with and engage our employees is to promote issues through interactive campaigns. As a result of assessing our needs, we have developed a communications strategy for well-being awareness linked to events and activities planned over the coming year, including the Staff Conference in May 2017.
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ACHIEVEMENT LEVEL	Testimonial from organisation
<ul style="list-style-type: none"> • A process is in place that recognises good work 	<ul style="list-style-type: none"> • LSBU values its staff. The 2015 staff appraisal scheme has been totally reviewed and a new streamline electronic process has been fully launched and implemented. A scheme promoting “Thank You” cards for staff achievement was undertaken during 2016. The Customer Service Team has sought, identified and publicized examples of excellent work – with recognition celebrated by the delivery of a thank-you cake to individual staff by a member of the Executive (see appendix 1.1). • On 18 May 2016 a staff conference took place followed by a Staff Awards Celebration Ceremony. Staff were recognized for their performance in the following categories: colleague of the year, enhancing employability, enterprise and innovation initiative, excellence in service delivery, inspiring teacher, research in action, rising star and team of the year (see appendix 1.2). • In the summer of 2016, specific teams were selected for their outstanding customer service and subsequently awarded a lunch with the vice chancellor. • An equal pay audit has taken place in 2016 and this identifies only a very small gender pay gap of less than 6.3% which is lower than the Higher Education sector (14.7%) and the UK

	<p>(19.2%). LSBU's 5 core values of excellence, professionalism, integrity, inclusiveness, and creativity are promoted to all staff. These are reinforced and printed on an ID sized card for all employees and attached to the rear of lanyard badges.</p> <ul style="list-style-type: none"> • Departments provide 'thank-you' lunches to staff in recognition of team performance e.g HR lunch on 5 October 2016.
<ul style="list-style-type: none"> • Managers understand the main issues that impact on the health and well-being of their teams 	<ul style="list-style-type: none"> • Briefings on Wellbeing initiatives take place at staff away days (see appendix 1.3). • The Deputy Vice Chancellor opened A Wellbeing Conference for both staff and managers on 6 April 2016. • The staff conference on 18 May 2016 included a seminar on Wellbeing information and a discussion group (see appendix 1.4). • Wellbeing features in management cascade briefings across the organisation (see appendix 1.5). • Staff engagement survey features questions on Wellbeing, with results being discussed by all management teams across the University. • All staff have one to one meetings with their managers • Managers have access to a "Wellbeing" Yammer network feedback from employees. • Management consults staff on what they want from the Wellbeing agenda, e.g., group exercise and feedback at the Wellbeing conference and a staff engagement Wellbeing work stream led by the Chief Operating Officer. • Wellbeing issues are promoted by the Executive Director of HR (see appendix 1.6). • Staff are encouraged to become Wellbeing champions to help shape future direction and there are currently 10 Wellbeing champions are in place. • Trade Unions have been consulted on issues impacting on Wellbeing such as stress (see appendix 1.7). • A Wellbeing Business Breakfast took place on 12 October 2016 at the University, supported by the Mayor of London's office. Its purpose was to bring together staff, wider business and voluntary sector groups to share best practice (see appendix 1.8) • A stress survey was launched to all LSBU staff in September 2016, with feedback by area to management. • Wellbeing features in staff inductions and polls are conducted on Wellbeing initiatives e.g would staff welcome free flu jabs - Yammer survey Sep 2016 (see appendix 1.9).
<ul style="list-style-type: none"> • Line managers have appropriate training for example on carrying out appraisals, attendance management, giving performance feedback etc. 	<ul style="list-style-type: none"> • A Leadership Academy is fully in place (322 places were filled) and course modules are advertised and regularly run by Learning and Development. Topics include how to conduct

	<p>effective appraisals, a face to face induction programme, absence management and conducting difficult conversations with staff. Modules focus on core skills, self-management, people management, strategic management, and enterprise. It is a platform for leaders to share experiences, support one another and collaborate (see appendix 1.10).</p> <ul style="list-style-type: none"> • A dedicated HR Business Partner system is in place so that Line Managers develop an ongoing relationship with the same person in HR each time, enabling high quality of support and advising on attendance and performance issues. • Schools and Professional Service Functions each have management meetings to discuss management training issues and areas for development. • Line Managers also all receive their own appraisal which identifies further training needs analysis.
<ul style="list-style-type: none"> • An effective policy and procedure to tackle bullying and harassment has been implemented 	<ul style="list-style-type: none"> • The University has a widely advertised “Speak up” policy, championed and supported by the University Secretary (see appendix 1.11) • In the recent Stress Survey which all staff were invited to anonymously fill out, there is a question relating to this topic, specifically ‘<i>are you subject to personal harassment in the form of unkind words or bullying?</i>’ • Core organizational values including professionalism, integrity and inclusivity are in place and these are reinforced to staff and linked to appraisals. • The Disciplinary Policy refers to Bullying and Harassment. The Occupational Health Service are trained to identify patterns of bullying and harassment which may become evident from information discussed during OH referrals, and a system is in place to advise the Senior HR Business Partner of such concerns (see appendix 1.12) • There is a Grievance Procedure in addition to the Speak Up procedure, and the University also has a mediation facility. • As of October 2016, 780 staff members have attended the Equality, Diversity and Inclusion (EDI) training, which emphasises anti-bullying and offers support. New staff are made aware of this issue during inductions and provided with relevant information. • In order to demonstrate our commitment as a Stonewall Star Performer, we recently reviewed the EDI policy, to include trans phobic and bi phobic bullying. • By September 2015, the Executive team had received Unconscious Bias training, which is now incorporated into the Leadership Academy curriculum for middle managers.

	<ul style="list-style-type: none"> On 18/19 October the Equality, Diversity and Inclusion manager (and and external verifier) held interviews for the recruitmet 12 to 16 Dignity at Work advisors, who will assist in maintaining a healthy working environment by improving staff performance, raising morale and reducing stress.
<ul style="list-style-type: none"> Flexible working practices and family friendly policies are in place 	<ul style="list-style-type: none"> There is a structured, flexible home working policy. The organisation promotes flexibility of working hours on religious holidays such as Ramadan, reinforced by emails from the executive. Flexible working hours are used to enable staff to attend Friday Prayers. Localised management agreements and discretion around start and finish times help promote a flexible working environment. Where the role enables staff to work more effectively from home, this is encouraged. ICT systems enable remote access to emails and folders, and staff are issued with mobile devices, iPad and iPhones (see appendix 1.13). There is an operational working group in place within HR to monitor and consider the further development of all flexible working initiatives. This reports to the Deputy Director of HR. A procedure is in place to consider all requests for flexible and part time working. There is a procedure for Family Crisis Leave, as well as shared paternity leave. Childcare vouchers are available to staff and rooms are made available for Breastfeeding.
<ul style="list-style-type: none"> An effective policy is in place for whistle-blowing 	<ul style="list-style-type: none"> Speak Up, LSBU's new Whistleblowing Policy, was launched in the summer of 2016 and has the approval of our Board of Governors and our Executive Team. An initial Equality Impact Assessment (EIA) has been conducted on the policy and specific policy areas have been consulted on by our Staff Networks. The policy is a single combined approach to cover all forms of whistleblowing, allegations of bullying and harassment, health and safety breaches and any form of serious malpractice. Staff who utilise this service can be assured that it is anonymous and operated by an external company (see appendix 1.14).
<ul style="list-style-type: none"> Effective policies are in place to manage disciplinary and grievance procedures 	<ul style="list-style-type: none"> A Disciplinary and Grievance Procedure is in place, widely publicised and available to all employees on the intranet, and reinforced at staff induction training. Policies are readily available to trade union officers and unions are consulted on updates and changes. Training on implementing and effectively utilising the policies is provided as part of the Leadership Academy programme in the People Management module (see appendix 1.15).

<p>1.1 Line managers demonstrate regular joint working and shared decision making with employees and empower employees to work in an independent way.</p>	<p>One to one and the annual appraisal system facilitate a process whereby objective setting is primarily driven by the individual, whilst the Manager provides support. This gives staff the opportunity to have a say in what they do and how they do it – (see 'Preparation' in appendix 1.7).</p> <p>The One to One recommended process (appendix 1.10) provides the opportunity for the employee to initiate a process whereby he/she is empowered to work independently with the manager's backing. This is further supported by appraisal training available for all staff (appendix 1.1 – page 22).</p> <p>Performance & Development and People Management training is available to line managers via the Leadership Academy, which both promote staff engagement in job design (appendix 1. 2).</p> <p>The Managers Charter to Staff (appendix 1.8) encourages the Manager to empower staff to contribute ideas and find solutions.</p> <p>Question 18 in the staff survey focuses on the manager being positively responsive to the employees suggestions (appendix 1.3). The data can be filtered to indicate which Departments have a negative outcome and thereafter a Senior Management action plan is formulated to resolve the associated issues.</p> <p>Team meetings are a requirement were discussions, input and ideas are shared. The promotion of home working empowers employees to work independently and be judged by the product of their outputs.</p> <p>One to ones between line managers and their staff are compulsory. We provide training to staff on topics relating to achieving positive outcome at their meetings with line managers i.e</p> <ul style="list-style-type: none"> • Communications essentials - clarity and impact • Assertiveness skills • Influencing skills • Listening skills • Maximising your impact
<p>1.2 Line managers have training in how to have difficult conversations, developing people skills and resolving disputes</p>	<p>Modules that cover this content are available via the Leadership Academy (appendix 1.2):</p> <ul style="list-style-type: none"> • Constructive conversations • Leadership at LSBU • Developing personal leadership • Leveraging your impact • Unconscious bias • Coaching skills for Managers <p>Additionally, our HR Business Advisors are available to advise and guide line managers on matters relating to disputes with their staff. Our School Executive Assistants (a senior post within each Academic School) provide a source of support and advice to Academic Management and additional signposting to support by the staff in Human Resources i.e People and Organisation.</p>
<p>1.3 Employees are offered learning and development opportunities to maximize their</p>	<p>The OD (Organisational Development) team works with internal colleagues and external expert</p>

<p>potential</p>	<p>providers to design, commission and deliver learning and development programmes. The OD team also have electronic access to all appraisals and proactively monitor the range of identified training needs.</p> <p>The team is responsible for leading cross-organisational learning, employee engagement activities and embedding the Corporate Strategy, Leadership Attributes and Behavioural Framework and Values.</p> <p>Staff can register to attend courses at any time. See appendix 1.1 for the full brochure.</p> <p>‘Your Career Matters’ is an approach used to support academic staff who require access to a programme of development, training and research opportunities. The Academic Framework sets out the progression route from Lecturer to Professor, which is also linked to Research and Enterprise (appendix 1.9).</p>
<p>1.4 Organisational development and change are managed appropriately</p>	<p>The OD team provides support to Schools and Professional Service Staff who are experiencing organisational change, by providing advice, guidance and bespoke solutions. Appendix 1.5 is an example of a bespoke solution in the form of a presentation/learning session (delivered by the OD team) for our Student Support and Employment Team who recently underwent a period of change relating to a Department restructure.</p> <p>Staff have the opportunity to answer questions on the effectiveness of managing change in the staff survey. This is used by Senior Management to identify areas for improvement.</p> <p>All staff can register to attend the ‘Understanding and Coping with Change’ course whilst the Leadership Academy has modules on ‘Managing Change’ and ‘Helping Shape the Future’ (appendix 1.2).</p>
<p>1.5 The organisation has a health, work and wellbeing strategy in place with a detailed action plan</p>	<p>We have a programme of Health and Wellbeing initiatives (a working document), bringing our agenda to life throughout the year (appendix 1.11). Our Wellbeing Strategy also provides a framework for the Wellbeing agenda (appendix 1.12).</p> <p>The University’s health, work and wellbeing strategy is embedded in the Corporate Strategy and the programme for implementation is detailed in the Health, Safety and Resilience team’s business plan (appendix 1.4), which includes the university wide stress survey, Wellbeing conference, improved Flexible Working policy etc.</p> <p>A full-time staff Wellbeing Advisor was recruited in November 2016, demonstrating the organisation’s commitment to developing and embedding a culture of Wellbeing across LSBU (appendix 1.6).</p>
<p>1.6 Specific consideration is given to lower-paid employees’ health and wellbeing.</p>	<p>All LSBU staff are paid the London Living Wage. Pay levels for LSBU employees are negotiated nationally by the Joint Negotiating Committee for Higher Education Staff. In this year’s pay negotiations the committee has awarded a 1.7% increase to staff on the lower end of the salary spine. LSBU implemented the recommended increase with effect from 1 August 2017.</p>

	<p>From September 2017, junior members of staff have the opportunity to sign up to the Chartered Management Degree Apprenticeship which is fully paid by the organisation. This will provide an opportunity to progress on career and personal levels.</p> <p>All staff are eligible to get significant discounts on a range of day to day products (clothing, food, etc.) at the same rate as students via the National Union of Students (NUS) card. Including 10% discount on all goods at Co-Op.</p> <p>LSBU's Employee Assistance Programme service provides confidential advice and guidance on financial planning, debt and personal issues.</p> <p>New staff inductions take place once a month where we target lower paid staff with appropriate knowledge on the benefits available to them.</p> <p>Free flu jabs are available to all staff.</p>
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2. Attendance management – evidence review

COMMITMENT LEVEL	
<ul style="list-style-type: none"> • A clear attendance management policy/ guidance is in place and procedures are known to employees • Contact is maintained with absent employees to provide support and aid return to work. • Return to work interviews are conducted and recorded with concerns/appropriate support recorded and provided • Specific risk assessments for individuals are conducted and take into account a person's health status • Reasonable adjustments are available to employees in line with recommendations made in a Statement of Fitness for Work. 	<ul style="list-style-type: none"> • Attendance management statistics are reviewed and monitored both by HR, and the strategic Health and Safety Joint Committee. • The Sickness Absence Policy and Procedure (attached) aims to address sickness absence consistently and fairly, ensuring the operational requirements' needs are balanced with individual support and compliance with the University's legal, health and safety and equality obligations. • This outlines arrangements for sickness reporting, fitness for work statements, sickness certificates, a process for occupational health referral/support as necessary, and a procedure for managers to keep in touch with employees on longer term sick leave. • Managers are required to meet with employees on their return from any sickness absence to welcome them back to work, check on their welfare and complete appropriate forms. More detailed formal review meetings take place for any long-term sickness absence, where a threshold total has been reached, and at any other time based on the manager's discretion. • Risk Assessments take place based on the circumstances and condition of the employee. Managers undertake mandatory health and safety training, including risk assessment. Examples

	<p>include assessing the working environment for an employee returning to work following knee surgery, DSE assessment for staff returning to work following an arm injury and risk assessment regarding the workplace for staff who are pregnant. Personal Emergency Evacuation Plans are produced for anyone with limited mobility.</p> <ul style="list-style-type: none"> • HR monitor that any reasonable adjustments recommended by Occupational Health are implemented appropriately. The University supports all forms of reasonable adjustment, ranging from the provision of specialist keyboards, ergonomic mice and voice recognition software for those with severe arthritis, to visual/vibration fire alarm alert devices for people with impaired hearing. • Phased/flexible return to work programmes are implemented for staff being diagnosed with a disability or returning from long term sickness absence. LSBU provides electric height adjustable desks, specialist chairs and wider specific adaptations to premises, according to the assessed needs of individuals.
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ACHIEVEMENT LEVEL

<ul style="list-style-type: none"> • Absence rates and causes recollected and monitored 	<ul style="list-style-type: none"> • All managers must notify HR of staff sickness absence and reasons for absence. By November 2016 a new integrated electronic HR system will be in place (Itrent). This system is user friendly and customer focused. It will ensure robust procedures and processes, and streamlined services. • Data is collected and analysed by team/school/professional service function, including comparison of sickness rates internally and across the sector. Reference is made to the University Colleges Employers Association. Information further breaks down absence where the cause is listed as stress. • Data sets are analysed locally and further provided to the Health and Safety Joint Committee (HSJC) 3 times per year and discussed. HSJC members include the Chief Operating Officer; Executive Director of HR; Head of Health Safety and Resilience; representative Deans; and members of
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<ul style="list-style-type: none"> Interventions are undertaken where patterns indicate trends of absence 	<p>the Trade Unions.</p> <ul style="list-style-type: none"> A Sickness Management Procedure is in place, with clear guidance and instruction for management intervention. We have a Duty of Care to our staff. Consequently we conduct absence monitoring against defined target thresholds, with a clear escalation approach involving HR and management discussion where a threshold is exceeded. The analysis considers the volume, frequency of interval, and pattern of absence along with the operational needs of maintaining the service (see appendix 2.1).
<ul style="list-style-type: none"> Managers have participated in attendance management training 	<ul style="list-style-type: none"> Attendance and absence management training has been a core module of the leadership development programme for those with line management responsibility. Introducing the new online absence recording system and updating the sickness policy has led to new training needs and development requirements to ensure managers are fully aware of their responsibilities. The new system has also been accompanied by a communications campaign promoting the changes. Relevant information is cascaded from Senior Executive and down the hierarchy to schools and departments. This ensures that all staff are informed of the new procedures. Leadership and Development supply the Operations Group with updates on completion rates for training.

Level and requirements	Not met/ partially met/ fully met/NA	Evidence from organisation	Comments from workplace health lead
EXCELLENCE			
<p>2.1 Absence trends are monitored across the organisation and specific programmes are designed and implemented to address the issues identified to prevent further absence</p>		<p>Sickness data reports from Itrent are analysed by the relevant senior managers from various schools and professional service functions to formulate targeted action plans.</p> <p>The analysis includes comparison of sickness rates both internally and across the sector (appendix 2.6 – point 2.1).</p> <p>Information further</p>	

		<p>breaks down absence where the cause is listed as stress.</p> <p>Interventions include sickness absence training for managers and staff, sign posting to various wellbeing initiatives and formal sickness absence monitoring (appendix 2.1)</p> <p>Data sets are analysed locally and further provided to the Health and Safety Joint Committee (HSJC) 3 times per year and discussed (appendix 2.1). HSJC members include the Chief Operating Officer; Executive Director of HR; Head of Health Safety and Resilience; representative Deans; and members of the Trade Unions.</p> <p>Sickness absence trends are also monitored across the University as part of a structured approach to Workforce Planning (appendix 2.6). The top 3 days taken off work for sickness are: cough, cold and flu, stomach, digestive and gastrointestinal problems and musculoskeletal.</p> <p>Regarding musculoskeletal, we have improved the online Display Screen Equipment computer training and the DSE assessor training to improve workstation assessments.</p> <p>HSR (Health Safety and Resilience) has purchased a stock of ergonomic equipment, they are loaned to staff. If the staff member finds the equipment suitable, it can be purchased via their Department budget.</p> <p>HSR provides Manual Handling training for staff who engage in</p>	
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		<p>such activities and this helps to reduce absences relating to lifting and carrying.</p> <p>Our newly developed Occupational Health service now includes instant access to a trained counsellor.</p> <p>Our School of Health and Social care delivers an intensive Mindfulness Stress Reduction Course for staff over a period of 8 weeks (once a week and weekend retreat day) – appendix 2.10.</p>	
<p>2.2 The organisation's return to work policies are designed to support sustainable rehabilitation and early return to work with adjustments made to accommodate this when necessary</p>		<p>Sickness Absence Policy and Procedure and Reasonable Adjustment policies (appendix 2.2 and 2.3) define the process for appropriate adjustments so staff can return to work earlier.</p> <p>HR pursues a policy whereby timely effective interventions and phased return to work benefit our employees. A return to work interview occurs after each absence. Line managers are required to record this has taken place on the HR database.</p> <p>For staff experiencing Stress the HR Business Partner will recommend an individual risk assessment is carried out and discussed with the line manager (appendix 2.4).</p> <p>Please refer to appendix 2.5, where a member of staff has remained at work and received considerable support and adjustments during a period of serious illness.</p>	
<p>2.3 The organisation has a proactive system in place to support staff on long term sickness absence to return to work and will support staff with long term conditions</p>		<p>During long term sickness the Sickness Absence Policy and Procedure and Reasonable Adjustment Policy (appendix 2.2 & 2.3) defines the process managers need to follow for supporting</p>	

		<p>staff.</p> <p>During and after a long term sickness absence, staff are referred to the onsite OH service for advice on; their fitness to return to work, reasonable adjustments and advice on rehabilitation.</p> <p>Managers can also arrange up to one month's phased return where hours may be reduced but the member of staff remains on full pay.</p> <p>Occupational sick pay accrues with length of service. See appendix 2.9 for conditions of entitlement. For example, during a second year of service, the employee will receive 3 months' full pay and 2 months' half pay.</p> <p>See appendix 2.8 for a statement by a member of staff who we supported during long term absence and a phased return to work.</p> <p>Staff can take reasonable paid time off for medical appointments.</p> <p>Our Employee Assistance Programme supports staff on long term absence through counselling or sign posting to support groups.</p>	
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3. Health and safety requirements – evidence review

COMMITMENT LEVEL	
<ul style="list-style-type: none"> The organisation is aware of legal obligations in relation to health and safety that are relevant to the organisation Relevant health and safety policies and procedures are in place to demonstrate 	<ul style="list-style-type: none"> XXXX aims to enable staff students and visitors to conduct their business or studies safely, and provide an excellent environment for all its stakeholders. In achieving this the University accepts its obligations under the Health and

compliance with health and safety legislation

- A risk assessment programme has been implemented and all employees are informed of the workplace risks that affect them and the controls in place
- The workplace environment is conducive to health and employee welfare, including drinking water, washing facilities, clean toilets, eating facilities etc
- Health and safety training has been given to all employees.

Safety at Work etc Act 1974 and other statutory provisions. The legal obligations of health and safety are publicised and reinforced across 2000 staff and 20,000 students by HSE posters prominently displayed across all sites, briefings to staff and students, and a health and safety policy for the organisation widely publicised by email, hard copy, plasma screen advertising, notices on all payslips, Oyster card holder advertising and Quick Response code access.

- Regular meetings with the Chief Executive and the Students Union take place to ensure that safety principles are embedded throughout the campus. The meetings are also used to reflect the voice of the student in our future approach.
- A central electronic document library for health and safety policies is regularly reviewed, with policy updates monitored by the Health and Safety Joint Committee of senior staff and trade union representatives.
- The University recognises it has a moral and legal responsibility to ensure any contractors it uses provide a service without endangering employees, students or visitors. Strict procedures cover site specific issues including asbestos, use of plant and machinery, use of harnesses, ladders, scaffolding, road traffic hazards, personal protective equipment, accident reporting, manual handling, and a requirement for "toolbox talks". These are explanatory briefings that contractor site managers are required to provide to their teams.
- Procedures also cover projects that fall under the Construction (Design and Management) Regulations 2015, information regarding Control of Substances Hazardous to Health Regulations (COSHH), and a structured Permit to Work system.
- Continually promoting the importance of effective risk assessment is fundamental to helping prevent accidents and incidents and minimising the likelihood of success of legal claims against the university. There is a standard approach to risk assessment, and an agreed format and programme has been adopted.
- The Health, Safety and Resilience team regularly works with staff at all levels to

	<p>offer professional advice and support, review risk assessment standards, and provides recommendations and clear guidance on any areas of risk as required.</p> <ul style="list-style-type: none"> • A high standard of staff welfare areas are provided, including a plentiful supply of drinking water, appropriate eating/cooking provision and washroom facilities. Rooms are also provided for breastfeeding. Standards of all facilities are regularly monitored and inspected and a compliance audit checklist system is in place. • A structured mandatory health and safety training programme is in place for all staff. This includes online modules for new starters, and a 2 hour session which all staff must attend. Data regarding completion progress rates by team/area is publicized and made available to the University Operations Board and Executive Members. The University successfully became an accredited body to deliver Institute of Occupational Safety and Health (IOSH) training courses earlier this year.
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ACHIEVEMENT LEVEL

<ul style="list-style-type: none"> • Systems are in place to raise and resolve health and safety issues 	<ul style="list-style-type: none"> • An online reporting tool (OSHENS) enables any member of staff to report any accidents and health and safety related incidents. It provides a simple, intelligent, user-friendly solution for staff and ensures we meet our statutory obligations. • All reports are acknowledged and assigned by the Health, Safety and Resilience Team for appropriate investigation, with senior managers receiving immediate notification of the issues from the outset. A comparative analysis of the data reporting and trends is provided to the Operations Group, Executive, and HSJC in the form of a data dashboard. • All staff are made aware that health and safety is everyone's responsibility, and new staff are required to meet the Health Safety and Resilience Team when they join to undertake online health and safety training. • There is also compulsory annual health and safety training for all staff at all levels (see appendix 3.1). Training includes how to report issues and who to contact. Each School and
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	<p>Professional Service Group is required to have its own health and safety meetings at least three times per year where any issues which have not been easily resolved at local operational level can be escalated (see appendix 3.2)</p> <ul style="list-style-type: none"> • These meetings are also attended by a central Health Safety and Resilience Team representative who can provide further advice. Reports from each of the health and safety meeting are a requirement for the agenda for the strategic HSJC meeting
<ul style="list-style-type: none"> • All health and safety policies and workplace activities are regularly monitored for new hazards and improvements are made 	<ul style="list-style-type: none"> • The organisation undertakes compliance audits to ensure that activities and areas are operating safely and any new hazards are identified and mitigated. For example - compliance audit checklist and risk assessments for office areas, general audits, and the introduction of improved contractor management safety procedures. • New policies and risk assessments for ensuring the safety of staff travelling abroad have been introduced following a review of increasing hazards from terrorism and widening risks from travel required to more diverse countries (see appendix 3.3). • The Health Safety and Resilience Team monitors policies to ensure they reflect the latest legislative requirements and are fit for purpose of dealing with any new hazards or issues facing the organisation. Another example would be the review of Fire Safety Procedures to include the formation of an Incident Management Team for a specific site, following evacuation testing (see appendix 3.4). • The Health Safety and Resilience Team also receives links to new national developments, legislation, and lessons learned directly from the Health and Safety Executive bulletins.

Level and requirements	Not met/ partially met/ fully met/NA	Evidence from organisation	Comments from workplace health lead
EXCELLENCE			
3.1 There are identified trained health and safety representatives (trade union and/or company representatives)		Trade Union representatives from three recognised unions GMB, Unison and UCU are a part of the formal HSJC (Health and Safety Joint Committee) and take an active part in H&S. HSJC minutes	

		<p>include attendance information. the UCU TU rep has completed the IOSH Managing Safely certificate and other TU colleagues are free to attend their union H&S training.</p> <p>The HSR team is managed by a Chartered member of IOSH and the advisers have health and safety qualifications or are working towards them.</p> <p>Additionally, First Aiders, appointed Fire Marshalls and Mental Health First Aiders are given the necessary training to manage related incidents.</p>	
3.2 Staff representatives have been involved in the development and/or evaluation of health and safety policies		<p>Trade Union representatives are part of the formal HSJC (Health and Safety Joint Committee) which review and comment on H&S policies and reports.</p> <p>Each Department is also required to provide formal reporting to HSR regarding H&S issues in their area, which is reported to the HSJC.</p> <p>Their feedback is followed up by the Health Safety and Resilience team.</p> <p>Additionally, staff are invited to comment on draft policies which are posted on Yammer and the intranet (appendix 3.1).</p> <p>Each policy is reviewed every 3 years. Since we have approximately 36 policies, 12 are reviewed per year.</p>	
3.3 There is a clear emphasis on prevention of ill health across all health and safety policies		<p>Our primary Health and Safety policy is an 8 page document defining the organisation's policies, roles and responsibilities, which all link to the prevention of ill health. See Appendix 3.4 page 1.</p> <p>Ergonomics are covered in relevant policies, e.g. DSE,</p>	

		<p>Manual Handling. For COSHH, there is emphasis on disease prevention and safe handling and storage of chemicals.</p> <p>Our Improving Resilience and Reducing Workplace Stress policy emphasizes the prevention of ill-health, and managers have a primary role to play in the process (appendix 3.2 – point no 6). The Misuse of Alcohol and Non-Prescribed Drugs/ Medication policy is about improving health and wellbeing (appendix 8.1).</p> <p>We run the IOSH Managing Safely course, which focuses on risk control hierarchy, eliminating and reducing hazards, and the best solutions.</p> <p>The Health and Safety page on the intranet has clear guidance on conducting Risk Assessments; staff can contact the Health, Safety and Resilience team for advice.</p>	
<p>3.4 All managers have received health and safety management training</p>		<p>Our Leadership Academy has a health and safety module. This is supported by the Health Safety and Resilience team running the nationally accredited IOSH Managing Safely course.</p> <p>Additionally, all staff are required to complete the compulsory on line Health and Safety training modules. Data metrics are reported to Senior Managers in Departments and the Operations Board, who are accountable for improving attendance.</p>	
<p>3.5 Regular health and safety meetings are held and recorded</p>		<p>School and PSGs hold regular meetings to discuss H&S, which is reported to HSJC. HSJC meets 3 times per year. Samples of</p>	

		<p>minutes are provided in Appendix 3.3.</p> <p>The HSR team hold regular monthly meetings to review progress against the targets developed in the Business plan that has been endorsed by the Health and Safety Joint Committee. The Business Plan is provided in Appendix 1.4</p>	
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4. Mental health and wellbeing – evidence review

COMMITMENT LEVEL	
<ul style="list-style-type: none"> • Information is provided to employees that helps reduce mental ill-health stigma • Information is provided to employees about mental health and wellbeing, including work- related stress • Employees are made aware of their legal entitlements regarding working conditions • The organisation is aware of risks relating to work-related stress and action is taken to prevent it being a problem for employees • Employees are aware that mental health and wellbeing issues are valid. Employees seeking to address these issues are fully supported by the organisation at all levels. 	<ul style="list-style-type: none"> • On 8 October 2014, in support of World Mental Health Day (10 October), we hosted an event entitled ' Mind Matters' for staff, students , stakeholders, carers and interested people. The purpose of this event was three-fold: <ul style="list-style-type: none"> • To raise awareness of mental health and well-being • To signpost the internal and external agencies who can provide help and support; and • To encourage individuals who may have mental ill-health problems to talk to someone. • 100 people attended this event, a mixture of Q & A, theatre, informative talks and interviews. This event was supported by a number of statutory and voluntary organisations including (but not limited to): the Student Union, the Department of Health, Dragon's Café, MIND and The Naz Project London. Furthermore, the event was recorded and is available for staff to view at their leisure. • In addition, LSBU's Health & Social Care School created a free MOOC (Massive Open Online Course) on Mental Health that was open to anyone in the UK. Over the space of 13 weeks, this course provided greater levels of awareness and practical health as to how best to support individuals with

	<p>mental ill-health issues and contribute to their well-being.</p> <ul style="list-style-type: none"> • This event was supplemented by specialist training delivered by MIND and over two months in January & February 2015, 85 people benefited from this training, including all members of our HR department and a number of key managers. • LSBU has also delivered a series of one-off 'Mindfulness' course for staff as well as for students. Both of these events are part of the steps LSBU has taken to both raise awareness of mental health/ill-health issues and to let staff and students know that these issues can be raised safely and in a supportive environment. • In addition, we have tailored our offer within our Employee Assistance Programme (EAP) to encourage staff who may have mental ill-health or stress issues to contact this service. Alongside this we have developed a separate service for managers. • Finally, we have launched a staff network for people with disabilities, dNET. Consequently, we have raised the issues of reasonable adjustments and how staff with mental health issues can best be supported. We have become members of the Business Disability Forum (BDF) and often use their Advice Line to help our managers best handle potentially complex cases. Mandatory health and safety training for all staff includes awareness of their legal entitlements regarding working conditions. • The University is aware of the risks relating to work related stress, and has regularly discussed this at the Health and Safety Joint Committee Meetings. A stress survey system, based on HSE questions and management standards has been agreed and is being implemented. Stress management training sessions are provided to staff and managers
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ACHIEVEMENT LEVEL	
<ul style="list-style-type: none"> • Mental health management training is available to help managers identify employees with potential issues 	<ul style="list-style-type: none"> • Mental health and stress management identification and support have featured at the Staff Wellbeing Conference on 6 April 2016, with a specialist session entitled "Improving Mental Health and Emotional Support". The session highlighted the identification of issues and support mechanisms for dealing

	<p>with MH issues, ranging from the counselling services available to all staff from the Employee Assistance Programme, and support to Managers available from HR in dealing with their employees' needs.</p> <ul style="list-style-type: none"> • MH and stress awareness courses have been advertised and provided to managers via the Learning and Development Team over the last year. Communication bulletins to staff and managers about analysis of levels of stress by area, on 16 September have been accompanied by support to attend related training (see appendix 4.1). • Managers will also receive feedback of hotspot team areas where stress and MH have been identified as a problem. They will be required and supported in measures to tackle this via the Executive Team monitoring an overarching action and resolution plan.
<ul style="list-style-type: none"> • The organisation has an individual performance review system in place. This allows employees to comment on work related and personal issues that affect their performance and enables training needs to be identified 	<ul style="list-style-type: none"> • All staff are required to have an Annual Appraisal which provides the opportunity to discuss performance, workload and any personal matters (see appendix 4.2). • The appraisal process is structured around the organisation's EPIIC Values i.e. excellence, professionalism, integrity, inclusivity and creativity. Staff need to provide evidence that they are meeting or working towards achieving these criteria. • Managers are required to discuss training needs, and sections of the document require completion of training needs. The university has developed and fully implemented a new compulsory Online Appraisal System. Data on completion progress is made available to senior management, and a central deadline is set of 30 September each year. • The Appraisal system is widely advertised using a variety of communication methods, ranging from staff email bulletins to hard copy flyers attached to wage slips (see appendix 4.3).
<ul style="list-style-type: none"> • The organisation has a protocol in place for the use of risk assessments to prevent stress. This is conducted on an individual and organisational level and is regularly reviewed 	<ul style="list-style-type: none"> • The importance of managing stress has been regularly discussed at the HSJC Meeting (see appendix 4.4). • The online stress survey has been developed based around HSE Management Standards. The Stress

	<p>Survey is supported at the executive and dean levels, and staff receive emails from the executive director of HR and deans of schools asking them to complete such assessments. Trade Unions have been actively involved and consulted in the development of the Stress Survey.</p> <ul style="list-style-type: none"> • The survey took place across the whole of the organisation in September 2016 and will be reviewed at least annually. Results are anonymized for individuals but used to determine areas of concern by the team/area. There is a senior management action plan to ensure the results are acted upon. In addition this is accompanied by wider training to deal with managing staff with stress, and for any staff suffering stress. • Stress Assessments are available in individual cases, in agreement with the employee. They are then discussed by the appropriate line management, employees, and HR business partners. The online system enables the creation of an agreed action and monitoring plan. Review periods are managed dependent on the complexity of the case (see appendix 4.5).
<ul style="list-style-type: none"> • Education and development opportunities are routinely available to managers and staff to enhance their skills and knowledge around workplace mental health issues 	<ul style="list-style-type: none"> • The University supports the Mental Health First Aiders concept, introduced in August 2016 (see appendix 4.6). Training opportunities are offered to any staff subject to line management approval. This scheme will be promoted throughout 2016 by Learning and Development. • LSBU is a member of the Mindful Employer Scheme and seeks to widen knowledge on MH in accordance with the charter (see appendix 4.7). • There are staff groups whose primary roles include expertise in social work, counselling, and MH support such as student wellbeing. These staff actively promote knowledge to wider colleagues through meeting forums, networking and advice. • In October 2016, the Equality, Diversity, and Inclusion team recruited 10 Dignity at Work advisers who received full training from an external provider. They were recruited to assist in maintaining a healthy working environment where unacceptable behaviour is easily identified, challenged and stopped. It is intended to improve staff performance, raise morale and reduce stress (see appendix 4.8).

<ul style="list-style-type: none"> The organisation provides appropriate avenues of communication to keep staff at all levels informed of changes 	<p>The organisation has reviewed its approach to staff communications during the last 12 months via a new internal communications team. A structured process is in place. These include and are not limited to:</p> <ul style="list-style-type: none"> Departmental Briefing and Cascade Meetings. Updates from Executive and Operations Meetings Team Meetings Individual 1:1 meetings with line management Weekly staff communication bulletin Weekly "Universe" Staff Magazine Yammer social network site used to promote issues and stimulate debate Staff networking events including Wellbeing initiatives <p>(See appendix 4.9).</p>
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Level and requirements	Not met/ partially met/ fully met/NA	Evidence from organisation	Comments from workplace health lead
EXCELLENCE			
<p>4.1 A mental health and wellbeing strategy/stress prevention strategy is in place and followed. This should highlight the promotion of mental wellbeing to the organisation and address investment in the mental wellbeing of the workforce</p>		<p>Our strategy has resulted in the revision of policy documents to create a more positive framework to address mental health issues.</p> <p>In 2016 we held an organisation wide Stress Survey which focused on the Health and Safety Executive Management Standards. A summary report was presented to the Operations Board (see Appendix 4.20). Individual reports for schools and professional service groups were widely circulated and put onto the intranet for staff to refer to (see Appendix 4.21). We will hold another survey in December 2017. All relevant and/or significant data is disseminated to the relevant stakeholders.</p> <p>Appendix 4.18 provides an actual example of a Stress Survey carried out for an individual and the outcome i.e Stress Action Plan and Risk Report.</p>	

		<p>The revised Improving Resilience and Managing Workplace Stress Policy (appendix 3.2) sets out clear roles and responsibilities for all levels within the University.</p> <p>This is being supported through the provision of stress management training and training of managers on recognising signs and signals of stress.</p> <p>The wellbeing strategy is furthered by different kinds of activities relating to MH (mental health) e.g MH awareness day promotions on 10 October 2017, training of 24 mental health first aiders, launching of the Dignity at Work project (appendix 4.7) and Mindfulness training for staff and students (appendix 2.10).</p> <p>We have engaged a new EAP provider (Employee Assistance Programme) with added benefits including instant access to a trained Counsellor when staff call the helpline.</p>	
<p>4.2 Mental health awareness training is available for all employees and it has been delivered to the majority of employees</p>		<p>We have a number of in-house courses available to all staff which empower and improve self-awareness, confidence and self-esteem e.g Mindfulness at Work. Improving Self Awareness and Building Better Relationships. Having Constructive Conversations. Giving and Receiving Feedback. Conflict Resolution. Communication Essentials. Influencing and Listening Skills (to name a few).</p> <p>Mental health awareness and managing stress featured at our Wellbeing Activity Day</p>	

		<p>which 350 staff attended. 2 training sessions - 'Managing Stress in the Workplace' and 'Mindfulness in the Workplace' had over 200 participants.</p> <p>There are currently 24 trained Mental Health First Aiders on campus.</p> <p>We currently have access to the resources and services that Mindful Employer provides, which we are a member of.</p> <p>At the planned Big Benefits Package launch in 2018 (appendix 7.12) all staff will be given access to Silvercloud (appendix 4.8), a safe and secure online space offering personalised programmes to help people experiencing a wide range of mental and behavioural problems.</p>	
<p>4.3 Staff consultations/surveys take place that seek information on the mental wellbeing of staff and also cover working conditions, communication, work life balance, staff support and work related or other causes of stress, with action plans drawn up to address major issues</p>		<p>LSBU has a dedicated organisational development team that aims to improve staff engagement and wellbeing. Our main surveys took place in 2011, 2013, 2016 with a Pulse Survey ('temperature check') this year.</p> <p>We are currently planning the 2018 full Employee Engagement Survey which will provide valuable information regarding the health and wellbeing of our staff (appendix 4.1). Thereafter focus groups (evidence 4.2) and meetings take place with key stakeholders to discuss positive outcomes, issues and solutions.</p> <p>Actions that arose from these meetings were disseminated to staff via the weekly Staff Notices bulletin, Wellbeing and Engagement</p>	

		<p>Champions, Cascade meetings (information that is passed to all staff at formal Department meetings), and Yammer.</p> <p>The 2016 survey resulted in the formulation of numerous Wellbeing and Engagement related focus groups for example Dignity At Work Advisors, a “new staff induction” on the topic of Wellbeing (appendix 4.3) and Wellbeing Activity Day (appendix 4.4).</p> <p>A message was sent to all staff by the Director of Human Resources on the topic of ‘making LSBU a better place to work’ and encouraging staff to take the survey (appendix 4.5)</p> <p>In support of University Mental Health Day, we partnered with our Academy of Sports and delivered an event that focused on mental and physical Well-being (appendix 4.6).</p> <p>Our Vice Chancellor consulted staff during the ‘Continuing the Conversation’ sessions, which take place twice a year (appendix 4.14). Staff feedback and comments are responded to via email by a Member of the Senior Executive (appendix 4.16).</p>	
<p>4.4 The organisation provides a confidential support service, in-house or externally, to individuals who come forward with a problem</p>		<p>Our Employee Assistance Programme provides 24/7 counselling or support to staff on a range of issues including stress, finances, relationships and other lifestyle matters. It also includes access to a dedicated website (appendix 4.17).</p> <p>We’re intending to launch Silvercloud (appendix 4.8) as part of our Big Launch of Wellbeing initiatives in 2018. This project is still confidential however</p>	

		<p>evidence of project planning meetings can be seen at appendix 4.15. It will be a safe and secure online space offering personalised programmes for staff who are experiencing a wide range of mental and behavioural problems.</p> <p>Our Dignity At Work Advisor scheme was launched on 21 January 2017 (appendix 4.7). This high profile event was promoted by our Vice Chancellor and Executive Director. 20 DAW advisors were given intensive training to equip them with the necessary skills and knowledge to provide confidential support and advice to their colleagues looking for support.</p>	
<p>4.5 Organisational and individual change is accompanied by support, information or targeted intervention programmes e.g. retirement or redundancy planning</p>		<p>Regular "Plan your Retirement" training sessions are delivered as part of the standard Organisational Development learning and development offer. Attendance records available on request. We also commission COSECTOR to deliver tailored programmes to support restructures and redundancies. Our contract with the provider can be seen at (appendix 4.9). Refer to pg 17. A list of the courses on offer is at Appendix 4.19.</p> <p>During a period of departmental Change, the OD team created a bespoke intervention programme for the Student Support and Employment Team (see appendix 4.10).</p>	
<p>4.6 Social support groups, volunteering and out-of-work activities are actively encouraged and supported by the organisation</p>		<p>LSBU actively supports social events amongst staff both in and out of work. These are advertised via Yammer the internal social webpage and the weekly Staff Notices bulletin.</p>	

		<p>We held 2 summer Wellbeing barbecues for staff this year at our main and Havering campus.</p> <p>Regular away days give staff the opportunity to build teams and have fun outside of work (appendix 4.12). We have a number of outside social spaces on campus (4.11). Our internal Yammer page has over 18 social groups (appendix 4.13).</p> <p>Part of our Big Launch of Wellbeing Initiatives in 2018 will involve a review of our current Volunteering policy, with the intention of giving staff more flexibility for volunteering (appendix 4.15)</p>	
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5. Tobacco – evidence review

COMMITMENT LEVEL	
<ul style="list-style-type: none"> • The organisation’s management team is aware of its duties under smoke-free legislation and is in compliance • All staff are aware of the smoke-free and tobacco control laws and how they are applied in their workplace • Sources of further information and support to quit smoking are regularly available • A smoke-free policy is in place and all staff are aware of it and kept informed of any changes 	<ul style="list-style-type: none"> • The University is committed to maintain a non-smoking, healthy environment for everyone who works, studies, visits or has business at our premises. This is required under the Health Act 2006, the Smoke-Free (Exceptions and Vehicles) Regulations 2007, and the Health and Safety at Work etc. Act 1974. • XXXX is also signed up to the “Smoke Free” Public Health England Campaign and regularly makes promotional literature available across the campus. • Management are aware of duties under smoke free legislation and this subject has been regularly discussed at estates and academic environment senior management team meetings. • Appropriate signage is in place at all sites and reinforced by security. Smoking areas are provided more than 10 metres outside key buildings. • Policies around non-smoking are publicised on the staff electronic

	<p>document site for access by all and discussed at health and safety groups, and cascaded. All new staff are briefed on the non-smoking policy during their health and safety induction, and this message is reinforced for existing staff by managers, signage and covered within ongoing mandatory health and safety training.</p> <ul style="list-style-type: none"> • The Employee Assistance Programme provides confidential advice on lifestyle issues including smoking cessation. • Students are informed of the non-smoking policy as part of their induction, as well within mandatory fire safety training, in the Student Handbook, and as part of any tenancy agreement. The non-smoking policy includes support to quit and a number of helplines.
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ACHIEVEMENT LEVEL

<ul style="list-style-type: none"> • Building managers, reception staff, ground staff and those operating in communal areas are aware of how to report breaches of the smoke-free policy 	<ul style="list-style-type: none"> • A smoke free policy is indicated in the contract which all new employees sign, before starting work. • Breaches of the no smoking policy are referred to Security or Reception staff who have a procedure for issuing a warning to the offender or escalating the issue (see appendix 5.1). • All staff members are aware of the smoke-free policy, and there are no smoking signs on campus. • Staff who want support to stop smoking can refer to the Employee Assistance Programme or receive support from a referral to Occupational Health. • During staff induction, the procedure for reporting people who breach the smoking policy is on the agenda (see appendix 5.2).
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Level and requirements	Not met/ partially met/ fully met/NA	Evidence from organisation	Comments from workplace health lead
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EXCELLENCE

<p>5.1 All open areas (outdoor) are clearly signposted as smoke-free and steps are taken to prevent smoking in these areas</p>		<p>We have clearly signed areas where smoking is and is not allowed. This is because external circulation routes around the campus are extremely busy, so smoking must be limited to identified areas.</p> <p>While conducting regular patrols, security personnel are vigilant regarding staff who are</p>	
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		not compliant, and we have identified areas for smoking (appendix 5.1).	
5.2 There is active promotion of 'stop-smoking' services and staff are given time to attend		<p>Our School of Applied Sciences encouraged staff (via campus wide plasma screens and the intranet) to join their quit smoking study which offered a valuable prize (appendix 5.2).</p> <p>Our Occupational Health team provides support to staff who wish to give up smoking and posters encouraging no smoking are throughout the campus.</p> <p>As part of our Big Launch of Wellbeing Initiatives in 2018 (appendix 7.12), we will include incentivised schemes for staff to stop smoking.</p> <p>National awareness days regarding cessation of smoking is regularly posted on our internal social page, Yammer (appendix 5.3).</p>	

6. Physical activity – evidence review

COMMITMENT LEVEL	
<ul style="list-style-type: none"> Information is made available on the benefits of physical activity All employees take the minimum legally required breaks, and employees are encouraged to take regular breaks. 	<ul style="list-style-type: none"> Our award-winning Academy of Sport (AOS) has the strategic objective of encouraging active and healthy lifestyles with an appropriate, affordable, and easily accessible range of sport and exercise opportunities for all staff. Alongside our vast activity programme, we promote the numerous benefits of physical activity as one of the most effective disease prevention behaviours. AOS offer discounted memberships to staff which includes gym access, exercise classes, sports hall activities and therapy services. Throughout the year the Academy also offer a free weekly staff yoga class, health/wellbeing workshops, wellbeing events, fitness challenges (such as departmental competitions e.g. step counting using pedometers) and tournaments (e.g. annual football

tournament). The University recently promoted the 10,000 step challenge initiative <http://www.10000stepsuk.com/> and 150 staff took part.

- In addition to this, we have several wellbeing weeks such as bike week (where we encourage staff to cycle to and from work) and Livewell week. LiveWell is a LSBU programme to support staff towards leading an active, healthy and fulfilling life at home and work; it consists of a range of free health checks, healthy lifestyle and social networking initiatives, nutritional advice and discounted therapy sessions.
- To achieve its objective, the Academy works in partnership with the Confucius Institute for Traditional Chinese Medicine. As such, LSBU is proud to be the site of the world's first Confucius Institute for Traditional Chinese Medicine and Confucius Institute of the Year Award Winner 2009. This partnership assists with the promotion of Tai Chi and other Chinese lifestyle initiatives. LSBU also has a newly formed Institute for Health and Wellbeing which will provide an additional avenue to disseminate information to staff.
- Information is shared during the staff induction process and subsequently through all staff notices, emails, intranet, website, newsletters, leaflets, posters, banners, and digital outlets such as the university plasma screens.
- LSBU policy on breaks complies with the [Working Time Regulations 1998](#) which covers rest breaks at work, daily rest, weekly rest, and young/adolescent workers.
- Work station assessments for every employee are reviewed centrally. One of the sections covers working practices/job design. When being assessed, the employee will be asked if they take regular breaks and are advised accordingly.
- LSBU guidance states: "When display screen equipment is used no one should be required to work constantly throughout the working day without periodic breaks. Where prolonged and continual use is necessary, breaks away from the screen must be strictly observed". The guidance encourages screen breaks to be taken every 30

	<p>minutes.</p> <ul style="list-style-type: none"> The above information is promoted during the health and safety induction presentation and key information sheet for new staff members.
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ACHIEVEMENT LEVEL

<ul style="list-style-type: none"> Physical activity in the workplace is actively encouraged and supported by the physical environment 	<ul style="list-style-type: none"> The Academy of Sport (AOS) situated on campus, uniquely combines academic and non academic functions through sports facilities, taught courses, research units, sports science support services and sport development. Gym facilities, services and programmes are offered to staff, including a 40+ station fitness suite equipped with SMART centre technology for better performance, monitoring and progression and a dedicated weights room. New staff are given 1 month's free gym membership. Thereafter discounted gym membership is available for all staff and a free yoga session is offered once a week (see appendix 6.1). In addition to this, staff are invited to book in-house sports coaches via the AOS Sports Ambassador Scheme, which upskills students and Alumni and enables them to deliver high quality sports whilst adhering to H&S and governing body regulations. This invaluable resource of visible, qualified individuals promotes sport and physical activity to all staff. A 'Bottoms Up' campaign was launched at this year's Staff Conference. It raised awareness of the health benefits of moving more often, doing light exercises in the office and not sitting for long periods. Linked to this initiative, is the mandatory requirement that all staff conduct an annual display screen equipment/work station assessment (see appendix 6.2). In the 2015/2016 financial year, a business case was approved for the purchase of £110,000 worth of upgraded cardiac equipment. Staff are encouraged to organise physical activities that can take place in the Academy's sports facilities - in particular the sports hall, fitness studios and Functional Training Zone. The AOS continues to work in partnership with the world's first Confucius Institute for traditional Chinese medicine. The partnership promotes Tai Chi and other alternative
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	<p>lifestyle initiatives.</p> <ul style="list-style-type: none"> • We are affiliated with the Health and Wellbeing Institute which provides expert knowledge and research in a broad range of areas spanning the healthcare market. This includes workforce innovation, education and development (see appendix 6.3). • On 5 October 2016, the AOS hosted an inclusive open day to celebrate diversity and commemorate Black History Month. Free offered events included nutrition workshops and sports sessions (see appendix 6.4). • A DDA (Disability Discrimination Act) toilet was installed on the ground floor in the summer of 2016. • Additional staff have been employed with the specific responsibility of looking at sports development and promoting well-being (an area that was not previously resourced). A reward and recognition scheme is in place whereby one day of TOIL is rewarded to a staff member who receives the most votes from his/her colleagues.
<ul style="list-style-type: none"> • Physical activity opportunities in the local area are actively promoted to staff and supported by the organisation 	<ul style="list-style-type: none"> • AOS supports activity opportunities within the local area; the university recently partnered with Lambeth Council and is supporting initiatives to get more women and girls active in physical activity. Since October 2015, the AOS Academic branch, the School of Applied Sciences have been researching changes in physical activity and health outcomes in females in the university and borough to ultimately provide informed recommendations to the council for increasing and sustaining participation in this demography. • On 5 October 2016 the AOS ran an inclusive open day, 'SE1 Active Day' attended by the Mayor of Southwark which provided a range of free events for staff, students and local residents. Events included: exercise classes, junior activities and guest speakers who came in to deliver seminars around the health and wellbeing topic. A pop up street market provided the opportunity for small local businesses to market their services and products (see appendix 6.5). • SE1 inclusive day is scheduled for February 2017 and SE1 LGBT day in June 2017. • Formed partnerships with local groups, Silverfit and the Blackfriars settlement to

	<p>help launch the 50+ chair base exercise classes. After class, a social gathering is provided with tea/coffee and biscuits and a dial-a-ride.</p> <ul style="list-style-type: none"> • Shower and bike parking is provided for staff and signage encouraging them to use the stairs (see appendix 6.6)
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Level and requirements	Not met/ partially met/ fully met/NA	Evidence from organisation	Comments from workplace health lead
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EXCELLENCE			
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<p>6.1 Opportunities for physical activity linked to the workplace have been investigated and implemented. These activities are sustainable and embedded in the organisational culture</p>		<p>Staff and student commuter patterns are positively skewed towards low carbon travel (appendix 6.4). Our website provides information for travelling to LSBU and around London (appendix 6.5).</p> <p>Our recently launched 'Your Wellbeing' strategy emphasises the benefits of physical activity for all our 2000 staff members. LSBU's Academy of Sport (AOS) situated on site, is our lead department working to embrace the challenge of Sport England's Towards An Active Nation strategy by targeting those who are inactive, while retaining our staff and community members who engage in physical activities.</p> <p>Alongside our vast activity programme we are constantly looking to grow our offer to attract more staff members to take part and become more physically active, while we contribute to the Governments five outcomes of; physical wellbeing, mental wellbeing, Individual development, social & community development and economic development.</p> <p>This year for the first time LSBU entered the Virgin Pulse Global Challenge. We financed 14 participants and intend to utilise this as a trial run to roll it out to the whole University next year. A key part of this fun programme is calorie counting, improving one's diet and being more active. Thus far LSBU is ranked in the top quarter of over 5000 global organisations for the amount of exercise undertaken by the two teams.</p> <p>New staff are welcomed with one month of free AOS</p>	
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		<p>membership, with discounted membership thereafter, which includes gym access, exercise classes, sports hall activities and therapy services (appendix 6.1).</p> <p>We have a programme of staff activity sessions including Yoga (free weekly), Netball, Football, Badminton and Archery.</p> <p>Our after school and holiday programmes for children, also offer staff the chance to take part in 'Parents Gym' sessions which remove the barrier of child care and improve access for the whole family to sport and physical activity in a safe and fun environment.</p> <p>Our annual staff Wellbeing Activity Day (appendix 4.4) gives staff the opportunity to gain advice and support around living a more physically active life and includes health/wellbeing workshops; fitness challenges (such as departmental competitions e.g. step counting pedometers), yoga, dance and tai chi. We offer self and professional development courses e.g an 8 week Mindfulness programme which uses Mindfulness Stress Reduction techniques to improve the wellbeing.</p> <p>Several wellbeing and healthy lifestyle initiatives such as Bike Week encourage staff to cycle to and from work.</p> <p>LSBU recently promoted the 10,000 step challenge http://www.10000stepsuk.com/ with over 150 staff participating, where all exceeded the daily challenge and our LiveWell Week provided our staff with a link into the NHS campaign, with a focus healthy lifestyles; consisting of a range of free health checks, guided walks, healthy lifestyle and social networking initiatives, nutritional advice and discounted therapy sessions.</p> <p>We also have strong links with local and national projects such as the This Girl Can campaign, with a programme of activities aimed at inactive female staff members offering 12 weeks of free activity to</p>	
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		<p>reintroduce the regular participation habit.</p> <p>Our Confucious Institute offers free Tai Chi taster sessions for staff, students and our local community (discounted fees thereafter).</p> <p>Our sustainability team have developed a couple of lunch walking routes to encourage staff to be more active and away from their desk. (Appendix 6.6) They have also developed a garden club that meets each week and carries out physical activity to maintain and improve garden spaces around the university.</p>	
<p>6.2 The organisation has a travel plan that promotes physically active ways of getting to and from work and travelling between meetings.</p>		<p>We have conducted surveys on the mode of travel used by staff and students and the commuting patterns are positively skewed towards carbon free transport such as cycling and walking. (appendix 6.4).</p> <p>We also provide an informative brochure for staff and students on the methods of travel to campus and around London (appendix 6.5).</p> <p>To promote active travel to and from work, staff can benefit from the Cycle to Work scheme. LSBU has several bike racks throughout the campus and staff cyclists have access to changing rooms and showers. Dr Nip Nip is an entirely free bike maintenance service for all staff with access to free tyre repair kits at the security offices.</p> <p>Posters throughout campus encourage individuals to use the stairs rather than lifts where possible.</p> <p>Our Sustainability Team mapped walks in the local area which take in historical sites – see the pamphlet at appendix 6.6. The team also sends regular updates to staff on guided walks and active travel routes around London. A recent competition encouraged staff to leave desks, walk the mapped out routes, and take the best ‘green spaces’ photograph (appendix 6.3).</p>	

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7. Healthy eating – evidence review

COMMITMENT LEVEL	
<ul style="list-style-type: none"> • Appropriate, acceptable and accessible information on healthy eating is provided • Any kitchen facilities or beverage areas are in good condition and conform to the highest possible standards and requirements of food hygiene • Wherever possible, eating facilities are provided away from work areas. Use of these facilities is promoted to enable regular breaks away from the work area • All workplaces have access to fresh drinking water. 	<ul style="list-style-type: none"> • The University has a Food Hygiene 5 Star Local Authority Rating. Food hygiene standards are closely monitored by the Estates Management team. There is a programme of quarterly audits, and key performance indicators are regularly monitored and reported on. • The main commercial kitchen facilities had a total refit and installation of new equipment in September 2015. Staff welfare areas are provided in all buildings, including fridge, sink, cooking facilities and a seating area. The University has a formal Catering Sustainability Statement, which includes promoting health and well-being, healthy meal deals, promoting brain food initiatives, and using cooking methods that cut down on salt, fats, and artificial additives.

ACHIEVEMENT LEVEL	
<ul style="list-style-type: none"> • Any on-site catering facilities provide healthier options that are actively promoted 	<ul style="list-style-type: none"> • Campus Kitchen, Campus Express and Grads Café have an actively promoted and available daily salad bar which promotes a healthier alternative for lunch, to sandwiches or cooked food. This salad bar is on a weekly cycle as with the hot food counters to ensure variety for customers and is available in 2 different sizes in order to better fit in with any budget constraints that might be present (see appendix 7.1). • In Campus Kitchen we have the theatre station that is manned by our chef who has achieved a Bronze food for life catering award – based on his healthy approach to preparation, ingredient choices and cooking practices. The Bronze ‘food for life’ award is displayed on the counter with the menu being promoted behind the chef so that customers are aware of the health benefits. (examples of healthy eating posters). • All of the outlets offer a healthy grab & go alternative to sandwiches – in the shape of fruit salad pots, bircher pots and also homemade grab and go salads which are run on a weekly cycle. These ingredients of these are fresh and healthy with no heavy salt added to the dressings.

	<ul style="list-style-type: none"> • During breakfast periods we offer a healthier alternative to our cooked breakfasts in the form of salad and natural yogurt bars, toast stations and homemade porridge. • With regards to confectionary, at the till points we actively promote healthier alternatives to traditional sugar filled snack products e.g: assorted nuts / seed mixes / dried fruits. • In all outlets the main focus in our drinks fridges is bottled water – which is given a larger allocation of fridge space as opposed to the other soft drinks which are available.
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Level and requirements	Not met/ partially met/ fully met/NA	Evidence from organisation	Comments from workplace health lead
EXCELLENCE			
<p>7.1 A corporate healthy eating food plan, guidelines or similar has been produced in consultation with staff that covers:</p> <ul style="list-style-type: none"> - Corporate hospitality - Catering provision - Local sourcing of food using local providers where appropriate - Vending/in-house catering pricing strategy to promote healthy options. 		<p>All catering for LSBU is provided by Elixir UK and external contractor. catering for LSBU. Their hospitality brochure is developed in consultation with 489 nutritionists to create healthy, balanced meals.</p> <p>The catering team gathers feedback via online surveys, comment cards and direct emails from staff. They collaborate regularly with customers to create bespoke menus e.g. Wellbeing Activity Day where the whole menu was themed around healthy eating and included an edible salad 'garden' (appendix 7.1).</p> <p>Feedback from staff has led to strategic tailoring of a new corporate hospitality menu which includes healthier food (appendix 7.2) and healthier breakfast options e.g. homemade oats porridge with toppings (appendix 7.3).</p> <p>All of our onsite catering outlets follow a menu cycle that</p>	

		<p>changes seasonally to reflect fresh seasonal produce.</p> <p>Campus Kitchen, our largest outlet, has a salad bar with a 4-week salad cycle and a minimum of 9 varieties of self-served salads available in two sizes daily (appendix 7.4). Other outlets expanded their offerings with 'grab and go' healthier options such as protein pots.</p> <p>We were awarded the Bronze Soil Association Award which focuses on removing harmful additives and trans fats. Attainment of the Silver Award is imminent.</p> <p>Elior UK adheres to a companywide purchasing and sustainability policy (appendix 7.5) which delivers best value including sourcing from a variety of local, regional and national suppliers. They pursue sustainable products British sources for fresh food are always prioritised. Their Red Tractor certification ensures certified meats, including free range eggs and organic milk, are always purchased.</p> <p>Elior UK contracted 'The Healthy Vending Company' to install vending machines which provide healthier snacks, such as quinoa crisps and low sugar health bars.</p>	
<p>7.2 Internal or external support is on offer for those who wish to lose weight</p>		<p>Our Occupational Health nurses provide support to staff wishing to lose weight. This was advertised at our Wellbeing Activity Day and the intranet site signposts staff to this service.</p> <p>Staff in the HR team regularly conduct 'weigh ins' and have a healthy competitive approach to slimming down.</p>	

		<p>Healthy recipes on our internal Yammer page encourage a healthy diet (appendix 7.11).</p> <p>LSBU's Confucius Institute (a part of the School of Health and Social Care) provides discounted rates for staff who wish to utilise Traditional Chinese medicine for weight loss and a number of health issues e.g. acupuncture.</p> <p>The Director of HR has recently established a focus group with the intention of conducting a 'big launch' in 2018 on a number of Wellbeing initiatives with one giving staff the option to engage in a proactive, tailored weight loss programme (appendix 7.12).</p> <p>Our free and confidential Employee Assistance Programme is available to support staff in losing weight, including free counselling.</p>	
<p>7.3 There is a rolling schedule of planned events to promote the importance of healthy eating</p>		<p>Each quarter Elior UK's central marketing team distribute marketing plans for the upcoming quarter which we implement at site level. As part of this quarterly campaign, we receive a CSR (Customer Service Relations) message centred around healthy eating each month which becomes the focus. These messages are communicated with posters, table talkers and shelf strips in the outlets (appendix 7.6, 7.7, 7.8). Past examples have included reduced salts intake, 5 a day, staying hydrated etc. Our marketing campaigns also include topics relating to healthy eating e.g. "Salad week" / "Coeliac awareness week" / "Salt awareness week". At the 2017 Wellbeing Activity Day, our Lecturer/Nutritionist delivered 2 sessions on Healthy Eating and nutrition which focused on reduction of sugar intake.</p>	

		We have regular free fruit days for staff to promote healthier eating.	
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8. Problematic use of alcohol and substances – evidence review

COMMITMENT LEVEL	
<ul style="list-style-type: none"> • A working alcohol and substance misuse policy/statement is in place regarding the use of alcohol and other substances in the workplace that is clear and consistent • Employees are provided with information about the effects of alcohol and substance misuse that is appropriate, acceptable and accessible • Alcohol policy/statement includes guidelines on the use of alcohol at business functions if relevant to the organisation • Employees are supported in seeking help to treat alcohol or substance misuse issues. This includes providing sources of further information and support that are readily available. 	<ul style="list-style-type: none"> • The University has a policy on alcohol and substance misuse. This has been consulted on across the organisation and piloted successfully. Consultation has included input from trade unions at the Health and Safety Joint Committee to help ensure it supports staff affected/ recovering from such issues. • As a University we also wanted to protect the Health and Wellbeing of our students and designed our policy to further cover preventing the use of legal “highs” which include substances such as Laughing Gas. The policy makes appropriate reference to alcohol at business functions. • An employee assistance service provides access to counselling on alcohol and substance misuse and information on the effects of alcohol and substance use. The employee assistance service is a confidential support facility promoted to all staff on joining, reinforced by staff communications and the issue of a personal assistance contact card with a phone number. The alcohol and substance misuse policy provides sources of further support including helplines. The policy is promoted during staff induction and mandatory health and safety training. Its content is also promoted at health events across the campus.

ACHIEVEMENT LEVEL	
<ul style="list-style-type: none"> • Organisational code of conduct and behaviour in relation to alcohol and substances has been well established and publicised 	<ul style="list-style-type: none"> • During staff induction, the Code of Conduct on alcohol and substance misuse is on the agenda. • At the Wellbeing Conference (held on 6 April 2016), Lifeline Southwark had a stand which promoted their services which are free and available to anyone with a drug and and/or alcohol dependence. A representative from the organisation addressed the Conference delegates on their rehabilitation strategy (see appendix 8.1).

	<ul style="list-style-type: none"> • We have an Alcohol and Substance Misuse Policy which is regularly reviewed by the Health and Safety Joint Committee (see appendix 8.2). • Students residing in the Halls of Residence are given a 'residents handbook' which clarifies the Code of Conduct in relation to the use of alcohol and substances. The Accommodation Agreement also requires that they abide by the rules. Disciplinary procedures are in place for those who do not comply with the policy. 'General awareness' regarding obligatory compliance is also promoted on this topic, during 'business as usual' activities. • Staff who want support concerning alcohol and substance misuse can ask for support via the Employee Assistance Programme or Occupational Health.
<ul style="list-style-type: none"> • New employees are made aware of how to access relevant policies, information and support services 	<ul style="list-style-type: none"> • A fully upgraded intranet will be launched, which will vastly improve search facilities. A 'Your Wellbeing' icon is easily accessible on the same level as HR. It includes all aspects of information relating to Wellbeing and wider support mechanisms (see appendix 8.3). • The new employees' contractual letter clearly indicates where policies and relevant information can be effectively retrieved. • During their formal induction, new employees are made aware of the different routes to obtaining information. All staff are issued a card containing the number of the Employee Assistance Programme Support service (see evidence 8.4)

Level and requirements	Not met/ partially met/ fully met/NA	Evidence from organisation	Comments from workplace health lead
EXCELLENCE			
<p>8.1 Managers at all levels are aware of the link between alcohol, substance misuse and mental health in the workplace and aware of why staff may be reluctant to come forward with related problems. Managers actively promote the use of external help and rehabilitation when</p>		<p>Our Misuse of Alcohol and Non-prescribed/ Medication policy provides the necessary guidance for managers (appendix 8.1). They have access to Mindful Employer which sign posts and/or provides information on the causes of mental health issues.</p> <p>The Health Innovation Network identified LSBU as a pilot</p>	

<p>approached</p>		<p>evaluation study. For evidence see appendix 8.7. Consequently we purchased an innovative resource 'Drink Checker', which is an anonymous online tool that assists staff to assess their alcohol consumption and information on safe drinking is regularly posted on our internal social platform (Yammer) and intranet (appendix 8.3).</p> <p>As this is a new initiative, there has been a good initial take-up by over 170 staff members. The company provides anonymous feedback, which we will use to identify trends so action can be taken to help and support staff to improve their lifestyle. See Appendix 8.6.</p> <p>We hold a number of free Summer Wellbeing Barbecues every year where staff are given the chance to try 'alcohol free' alcoholic type drinks. We take the opportunity to raise awareness on the link between alcohol misuse and mental health. For photos see appendix 8.4 & 8.5.</p>	
<p>8.2 Staff representatives from various levels of the organisation are involved in the development or review of the policy which addresses alcohol and other substances</p>		<p>The Misuse of Alcohol and Non-prescribed/ Medication policy (appendix 8.1) has been taken to all Schools, Professional Service Groups and Health and Safety groups for consultation (including involvement by the Trade Unions). The feedback was provided to the Health and Safety Joint Committee for adoption 27/02/2017, then to the Board for approval on May 2017.</p>	
<p>8.3 Managers have access to information on how to identify the signs of alcohol/substance misuse and are aware</p>		<p>Managers have access to resources provided by Alcohol Health Network which LSBU is a member. This includes 'Drink</p>	

<p>of where to obtain support or signpost employees with a problem</p>		<p>Checker, ' the online tool that provides tangible advice and guidance. Our Employee Assistance Program provides 24/7 advice and access to their extensive webpages for matters relating to alcohol use.</p> <p>We have 20 Dignity At Work advisors who signpost and provide confidential support to staff and employees are consistently signposted to these services.</p>	
<p>8.4 Employees have access to alcohol awareness training and it has been delivered to the majority of the employees</p>		<p>All employees have access to 'Drink Checker' an online resource for staff who consume alcohol. A bespoke online test is available for LSBU employees whilst numerous resources help individuals understand the impact of their own consumption, unit guidelines, etc. We monitor metrics in terms of staff take-up.</p> <p>LSBU is an Alcohol Aware Employer ™ which means we have pledged to implement a number of effective initiatives which aim to help staff consume alcohol safely and with awareness.</p>	

1. Corporate support for wellbeing – verification discussion

<p>Score Scale from 1 to 3: 1 = poor/not met 2 = satisfactory/ partially met 3 = excellent/ fully met</p>	<p>Consider the following aspects while assessing strengths and weaknesses:</p> <ul style="list-style-type: none">• Leadership – To what extent are leaders championing workplace health and wellbeing, and are managers at all levels involved in, and positive about, health and wellbeing initiatives?• organisational culture – To what extent is the organisation building consideration of health and wellbeing issues into everything it does – so that it is simply part of ‘the way we do things here’?• communications – To what extent are employees aware of health and wellbeing initiatives, consulted on what should happen and involved in developing and implementing initiatives?
<p>Strengths</p>	
<p>Development areas</p>	

2. Attendance management – verification discussion

<p>Score Scale from 1 to 3: 1 = poor/not met 2 = satisfactory/ partially met 3 = excellent/ fully met</p>	<p>Consider the following aspects while assessing strengths and weaknesses:</p> <ul style="list-style-type: none">• Leadership – To what extent are leaders championing good attendance management processes, and managers at all levels involved in, and role modelling good attendance management in their team?• organisational culture – To what extent is the organisation building good attendance management into everything it does – so that it is part of all relevant processes and approaches, e.g. people management and metrics?• communications – To what extent are employees aware of how attendance is managed, consulted on what should happen and involved in developing and implementing attendance management practices and initiatives?
<p>Strengths</p>	
<p>Development areas</p>	

3. Health and safety requirements – verification discussion

<p>Score Scale from 1 to 3: 1 = poor/not met 2 = satisfactory/ partially met 3 = excellent/ fully met</p>	<p>Consider the following aspects while assessing strengths and weaknesses:</p> <ul style="list-style-type: none"> • Leadership – To what extent are leaders championing workplace health and safety, and managers at all levels involved in and positive about health and safety initiatives and practices? • organisational culture – To what extent is the organisation building consideration of health and safety issues into everything it does – so that it is simply part of ‘the way we do things here’? • communications – To what extent are employees aware of health and safety initiatives, consulted on what should happen and involved in developing and implementing initiatives and practices?
<p>Strengths</p>	
<p>Development areas</p>	

4. Mental health and wellbeing – verification discussion

<p>Score Scale from 1 to 3: 1 = poor/not met 2 = satisfactory/ partially met 3 = excellent/ fully met</p>	<p>Consider the following aspects while assessing strengths and weaknesses:</p> <ul style="list-style-type: none"> • Leadership – To what extent are leaders championing mental health and wellbeing, and managers at all levels involved in mental health and wellbeing initiatives and positive about them? • Organisational culture – To what extent is the organisation building consideration of mental health and wellbeing issues into everything it does – so that it is simply part of ‘the way we do things here’? • Communications – To what extent are employees aware of mental health and wellbeing initiatives, consulted on what should happen and involved in developing and implementing initiatives?
<p>Strengths</p>	
<p>Development areas</p>	

5. Tobacco – verification discussion

<p>Score Scale from 1 to 3: 1 = poor/not met 2 = satisfactory/ partially met 3 = excellent/ fully met</p>	<p>Consider the following aspects while assessing strengths and weaknesses:</p> <ul style="list-style-type: none"> • Leadership – To what extent are leaders championing no-smoking and stop-smoking, and managers at all levels involved in these initiatives and positive about them? • Organisational culture – To what extent is the organisation building no-smoking and stop-smoking approaches into ‘the way we do things here’? • Communications – To what extent are employees aware of no-smoking and stop-smoking initiatives, consulted on what should happen and involved in developing and implementing initiatives?
<p>Strengths</p>	
<p>Development areas</p>	

6. Physical activity – verification discussion

<p>Score Scale from 1 to 3: 1 = poor/not met 2 = satisfactory/ partially met 3 = excellent/ fully met</p>	<p>Consider the following aspects while assessing strengths and weaknesses:</p> <ul style="list-style-type: none"> • Leadership – To what extent are leaders championing physical activity, and managers at all levels involved in, and positive about, physical activity initiatives? • Organisational culture – To what extent is the organisation building consideration of physical activity into everything it does – so that it is simply part of ‘the way we do things here’? • Communications – To what extent are employees aware of physical activity initiatives, consulted on what should happen and involved in developing and implementing initiatives?
<p>Strengths</p>	
<p>Development areas</p>	

7. Healthy eating – verification discussion

<p>Score Scale from 1 to 3: 1 = poor/not met 2 = satisfactory/ partially met 3 = excellent/ fully met</p>	<p>Consider the following aspects while assessing strengths and weaknesses:</p> <ul style="list-style-type: none">• Leadership – To what extent are leaders championing healthy eating, and managers at all levels involved in, and positive about, healthy eating initiatives?• Organisational culture – To what extent is the organisation building consideration of healthy eating into everything it does – so that it is simply part of 'the way we do things here'?• Communications – To what extent are employees aware of healthy eating initiatives, consulted on what should happen and involved in developing and implementing initiatives?
<p>Strengths</p>	
<p>Development areas</p>	

8. Problematic use of alcohol and substances – verification discussion

<p>Score Scale from 1 to 3: 1 = poor/not met 2 = satisfactory/ partially met 3 = excellent/ fully met</p>	<p>Consider the following aspects while assessing strengths and weaknesses:</p> <ul style="list-style-type: none">• Leadership – To what extent are leaders and managers at all levels championing, involved in, and positive about, preventing and dealing with any problematic use of alcohol and drugs?• Organisational culture – To what extent is the organisation building preventing and dealing with problematic use of alcohol and drugs into everything it does – so that it is simply part of ‘the way we do things here’?• Communications – To what extent are employees aware of health and wellbeing initiatives, consulted on what should happen and involved in developing and implementing initiatives?
<p>Strengths</p>	
<p>Development areas</p>	

CHAPTER 6

VERIFICATION SCORES SUMMARY

**To be completed by
verifiers at verification
day**

Charter standard	Score for each standard Scale from 1 to 3: 1 = poor/not met 2 = satisfactory/partially met 3 = excellent/fully met
1. Corporate support for wellbeing	
2. Attendance management	
3. Health and safety requirements	
4. Mental health and wellbeing	
5. Tobacco	
6. Physical activity	
7. Healthy eating	
8. Problematic use of alcohol and substances	
Total out of 24	

The threshold for attaining the charter standard is a minimum score of 2 for each of the eight standards, and an overall score of 20 or more.

CHAPTER 7

VERIFICATION OVERALL ASSESSMENT

**To be completed by
workplace health lead
before verification day
then added to by verifiers
at verification day**

Overall assessment	Workplace health lead's comments	Verifiers' comments
Level attained	Commitment Achievement Excellence	Commitment Achievement Excellence
Overall strengths		
Overall development areas		
Advice for improvement		

GREATERLONDONAUTHORITY
