



---

# Health and Wellbeing Strategy 2016-2018:

## Making Newnham a **great** place to work

---

### 1. Introduction

Newnham College is committed to providing a working environment which actively promotes the positive health and wellbeing of all Staff and Senior Members. We understand that our staff are our most valued resource and as a result their health and wellbeing is crucial to the effective running of all work activities. In addition to our legal health and safety duties, we will proactively promote good workplace health and enable, where able, good workplace wellbeing.

We encourage the development of a work environment that sees all staff taking a positive interest in their own, and others, health and wellbeing. Through our health and wellbeing promotion, we aim for staff to take their improved knowledge and behaviour beyond the work environment to continue the spread of the health and wellbeing messages.

### 2. Aims of the strategy

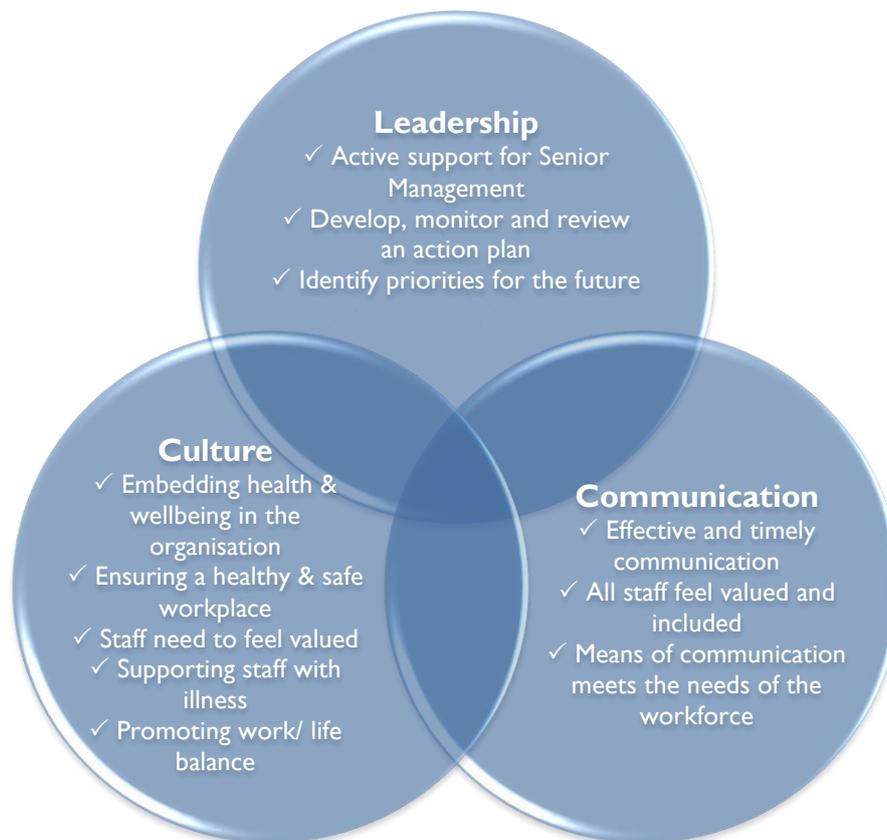
Our commitment to maintaining a healthy, active, positive workforce includes:

- The creation of a work environment that supports and promotes physical activity; that aids access to healthy choice foods; that helps staff to maintain their positive mental wellbeing while at work; that promotes sensible drinking of alcohol; and supports people to quit/ reduce smoking
- Promotion of all health and safety policies and practice
- Leadership development to build staff engagement
- Reducing the opportunities for accidents and incidents
- Linking to local and national campaigns and promotions
- Offer flexible working conditions
- Access to fresh drinking water
- Access to free fruit to aid in the 5 A-Day consumption
- Access to dedicated staff bicycles to encourage people to cycle rather than drive to meetings or into town during the working day
- Access to a staff shower and locker facilities (for those who cycle or exercise before or after work)
- Provision of healthy foods (sandwiches, fresh fruit) on training courses and for meetings
- Providing access to specialist Occupational Health support (as required)
- Encouraging staff to take responsibility of their own health and wellbeing by helping to improve knowledge and behaviour

## 3. Workplace Wellbeing Charter

As part of our commitment, the College signed up to the Workplace Wellbeing Charter (WWC) in the summer of 2013. This is an accreditation scheme which is relevant to all businesses, no matter how big or small they are, as long as they employ staff and can demonstrate their commitment to the health and wellbeing of those staff. It is a statement about the way in which an organisation runs its business and supports its workforce.

The Charter provides a clear set of wellbeing standards, taking a holistic approach that includes physical and mental health, health promotion and ways to evaluate the services and information we are offering. The Charter focuses on 3 main areas:



During 2013 the college carried out a staff survey and held a number of focus groups to discuss aspects of the WWC. The results along with an internal self-assessment against the WWC accreditation criteria identified a range of actions. These included the introduction of an appraisal system, a return to work procedure after periods of ill health, the promotion of healthy options at lunch, designated staff bicycles and shower facilities and a staff special formal hall. After gaining accreditation in the winter of 2014 the College will use the WWC structure as a framework for a Health and Wellbeing Strategy to help build on these early successes.

## 4. Staff Survey

The College is committed to engage with staff and get their feedback and a cycle of biennial Staff Surveys was started in 2013/14. All staff were encouraged to complete the paper based questionnaire and to forward it directly to the College Principal to ensure anonymity was preserved. In both surveys the completion rate was over 63%.

The results were collated and presented back to staff by the Principal at two staff feedback sessions. The College intends to continue with this cycle of surveying staff to help measure the impact of the Health and Wellbeing initiatives as well as offering this as a formal vehicle for staff communication and feedback.

### 4.1 Survey 2013/14- actions taken

You said	We did
<i>“Communication channels need to be more effective”</i>	<ul style="list-style-type: none"> <li>• Introduced a staff notice board</li> <li>• Introduced a staff suggestion box</li> <li>• Introduced annual workplace discussions</li> <li>• Introduced termly meetings with the Principal, Bursar &amp; Domestic Bursar</li> <li>• Annual Staff link day</li> <li>• Annual general staff meeting</li> <li>• Staff bulletin</li> </ul>
<i>“Improve health and wellbeing at work”</i>	<ul style="list-style-type: none"> <li>• Installed staff shower facilities and lockers</li> <li>• Staff bicycles available</li> <li>• Healthy options available in the buttry</li> <li>• Raised awareness of the dignity at work policy</li> <li>• Held a two day pop up “health check”</li> <li>• Raised awareness of Stop Smoking and other national campaigns using the staff noticeboard</li> </ul>

### 4.2 Staff Survey 2015/16- where are we now

The scores for the 2016 survey showed an improvement on those from the 2103 survey, with an average a half point increase across all five sections. Further insights are below.

Survey sections	Insights- even better if:-
<b>Job satisfaction</b> <b>Communication</b>	<ul style="list-style-type: none"> <li>• There was improved access to flexible working</li> <li>• There was day to day contact with Fellows</li> <li>• The “Who does What” document was better utilised</li> <li>• There was better communication between departments</li> </ul>
<b>Recognition/ reward</b> <b>Training/ development</b>	<ul style="list-style-type: none"> <li>• Regular work attendance was recognised</li> <li>• There was more access to the University training schemes</li> <li>• Flexible learning opportunities were provided</li> </ul>

## Survey sections

## Insights- even better if:-

### General

- There were uninterrupted lunch breaks
- There were no split shifts

## 5. Wellbeing Charter Assessment 2015- recommendations

As part of our commitment to continually improve and meet the requirements of the Wellbeing Charter, a number of recommendations were made by the assessor in February 2015. These have been incorporated into the Health and Wellbeing Action Plan (**Appendix I**).

## 6. Target areas for improvement

Drawing on the latest staff survey results and the recommendations from the Wellbeing Charter assessment, target areas for improvement have been identified to form a framework of focused actions under the umbrella headings of Leadership, Culture and Communication. This will ensure that the College follows up on its commitment to actively listen to feedback to staff. Target area objectives are set out below with a more detailed action plan in **Appendix I**.

### Leadership: Ensuring our managers and staff are adequately supported and developed

- We will:
- Keep managers updated on best practice in staff management
  - Develop leadership skills
  - Allow staff access to a range of learning and development opportunities in a fair and equitable way

### Culture: Ensuring Newnham is a healthy and safe place to work; promoting mental and physical health

- We will:
- Ensure staff are supported on returning from ill health absences
  - Allow staff early access to external support where needed
  - Tap into local and national health promotion opportunities and interventions including Mental Health training
  - Keep policies and procedures updated to reflect best practice and cascade changes to all staff
  - Encourage flexible working requests to support a healthy work/ life balance

### Communication: Ensuring staff feel involved and listened to

- We will:
- Keep staff updated on the organisational structure with information regarding joiners/ leavers
  - Keep staff informed of changes to policies and procedures
  - Develop a forum for staff representative discussion on College issues
  - Ensure staff meet with their teams regularly, and the wider College community annually
  - Gain formalised feedback from staff

## 7. Evaluating impact

Indicator	Measure	Outcome/ target
Trust sickness absence levels	<ul style="list-style-type: none"> <li>Total number of sickness days</li> <li>Number of absences due to work related stress</li> </ul>	<ul style="list-style-type: none"> <li>Reduction by 10% in the first year</li> <li>No incidence of work related stress absences</li> </ul>
Staff Survey	<ul style="list-style-type: none"> <li>Improvements in the survey scores across all five areas</li> </ul>	<ul style="list-style-type: none"> <li>Half point improvement in the 2018 Staff Survey results</li> </ul>
Wellbeing Charter Assessment	<ul style="list-style-type: none"> <li>Improve on the levels achieved for the Wellbeing Charter accreditation</li> </ul>	<ul style="list-style-type: none"> <li>Gain “Achievement” across all elements of the award at the next assessment in 2017</li> </ul>

## 8. Celebrating success

Lastly, and most importantly, all improvements and results must be shared and celebrated with the whole College community. This will be done through *Newnham News*, team meetings and annual staff events.



## Appendix I- Target area action plan

We will:	Actions	Ownership	Timeframe
<b>Leadership:</b> <i>Ensure our managers and staff are adequately supported and developed</i>			
<ul style="list-style-type: none"> <li>Keep managers updated on best practice in staff management</li> </ul>	<ul style="list-style-type: none"> <li>✓ Management Essentials training sessions covering management of attendance and performance for all line managers and HODs.</li> </ul>	AG / HODs	August 2016
	<ul style="list-style-type: none"> <li>✓ On-going manager sessions on specific topics as required (e.g. giving difficult feedback, coaching skills)</li> </ul>	AG / HODs	On-going
<ul style="list-style-type: none"> <li>Develop leadership skills</li> </ul>	<ul style="list-style-type: none"> <li>✓ Continuation of the Leadership Development Programme for HODs over the next year</li> </ul>	JR	On-going
<ul style="list-style-type: none"> <li>Allow staff access to a range of learning and development opportunities in a fair and equitable way</li> </ul>	<ul style="list-style-type: none"> <li>✓ New Training &amp; Development Policy ring fencing a central training budget for non-essential staff development</li> </ul>	AG / GG	February 2017
	<ul style="list-style-type: none"> <li>✓ All staff to have an annual Workplace Discussion to identify development needs</li> </ul>	JR / HODs	Annually Feb/ March
<b>Culture:</b> <i>Ensure Newnham is a healthy and safe place to work; promoting mental and physical health</i>			
<ul style="list-style-type: none"> <li>Ensure staff are supported on returning from ill health absences</li> </ul>	<ul style="list-style-type: none"> <li>✓ Return to work interviews conducted with all staff after every absence</li> </ul>	HODs	July 2016 onwards
	<ul style="list-style-type: none"> <li>✓ Phased return plans for all those returning from long term ill health</li> </ul>	AG / HODs	Ongoing
<ul style="list-style-type: none"> <li>Allow staff early access to external support where needed</li> <li>Tap into local and national health promotion opportunities and interventions</li> <li>Keep policies and procedures updated to</li> </ul>	<ul style="list-style-type: none"> <li>✓ Early referral to Occupational Health where appropriate</li> </ul>	AG / HODs	Ongoing
	<ul style="list-style-type: none"> <li>✓ Offer NHS Health Checks to staff onsite through Cambridgeshire Lifestyle Service</li> </ul>	AG / HODs	Sept 2016
	<ul style="list-style-type: none"> <li>✓ Cambridgeshire Lifestyle Service to run a session on stress management at the next Staff Link Day</li> </ul>	AG	January 2017

We will:	Actions	Ownership	Timeframe
reflect best practice and cascade changes to all staff	✓ Organise Mental Health First Aid training	AG	Dec 2016
	✓ Offer free in-College flu jabs	AG	Nov 2016
• Encourage flexible working requests to support a healthy work/ life balance	✓ HODs to raise awareness off flexible working options and accommodate requests where possible	HODs	Ongoing
<b>Communication:</b> <i>Ensuring staff feel involved and listened to</i>			
• Keep staff updated on the organisational structure	✓ Review and cascade the organisational structure chart with all staff aligned to a team. Keep this regularly updated	HA / HODs	October 2016 then annually
• Develop a forum for staff representative discussion on College issues and information on joiners/ leavers	✓ Setting up of a Staff Consultative Forum as a means of two way communication	AG / JR	Meet termly starting June 2016
• Keep staff informed of changes to policies and procedures	✓ Staff handbook and policy changes circulated via email, discussed at team meetings, available on the internet/ intranet and hard copies available in departments	AG	Annually every July
• Ensure staff meet with their teams regularly, and the wider College community annually	✓ Continuation of the annual Staff Special Hall	WFE	April 2017
	✓ Introduction of an annual staff and family event	HA	Dec 2016
	✓ Ensure all teams meet at least termly	JR / HODs	Oct 2016
	✓ All staff to have an annual Workplace Discussion	JR / HODs	Annually Feb/ March
• Gain formalised feedback from staff	✓ Continue with a biennial Staff Survey	WFE / AG	Biennially Dec/ Jan