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1. Introduction & Background

The introduction of the People Strategy in 2019, has identified that health and wellbeing is a key catalyst of effective individual and organisational performance. Wellbeing is defined by the Oxford English Dictionary as “the state of being comfortable, healthy, or happy, however we know that wellbeing is more than this and impacts people both inside and outside of the workplace, therefore for the purposes of this framework we use the following definition of wellbeing ‘wellbeing can be understood as how people feel and how they function, both on a personal and a social level, and how they evaluate their lives as a whole’ (National Economics Foundation 2008).

In 2015, the Okanagan Charter was created, this was an international charter for health promoting Universities and Colleges. It comprised of 2 calls for action:

1. Embed health into all aspects of campus culture, across the administration, operations and academic mandates.
2. Lead health promotion action and collaboration locally and globally.

Yet in 2017, Thriving at work – a review of mental health and employers, was published, this looked at all sectors of employment and showed that the UK is facing one of the greatest mental health challenges, impacting not only employees but society and the economy.

As Loughborough University has started to talk more openly about mental health, it has enabled the Occupational Health and Wellbeing Service to develop a new University specific framework that we believe is the first of its kind in the Higher Education sector.

This Wellbeing Framework contains learning from across Public Health England (PHE), the NHS, Emergency Services and Business in the Community to provide the University with a self-assessment tool that sets a new standard for embedding a consistent level of wellbeing.

This framework illustrates the requirements for the next 3-5 years, to consistently embed healthy practices into our workplace, empowering all staff to be a part of the wellbeing journey. It also demonstrates the University’s focus to understand and address the challenges that are affecting its people so that we can focus on the prevention of ill health. Our overarching goal is to continue to create a positive working environment in which the workforce can gain meaning and purpose from what is a challenging and hugely rewarding profession.

2. Aims

The Framework sets out the process agreed by the University to ensure that all schools and departments proactively manage all aspects of employee health and wellbeing in a cohesive way.

This process is designed to empower managers to identify current and potential issues relating to employee health and wellbeing at a functional level in the University through annual monitoring, review and action planning and ensure provision is made to support and address the issues identified.

This framework supports outcome 4 in the Loughborough University’s People Strategy, ‘Workload, Wellbeing and Resilience’ which emphasises the University’s priorities in

providing an inclusive and safe working environment whilst taking a proactive approach to ensuring there is positive outcomes for employee wellbeing.

The main activities to ensure positive outcomes are:

- The Health and Wellbeing Steering Group proactively promotes and encourages employees to make positive health choices.
- A proactive and supportive approach to attendance management through the effective application of appropriate policies and procedures.
- Effective health and safety ensuring the physical working environment is safe and that any inherent risks are assessed and managed.
- Encouraging employees to take responsibility for their own health and safety and that of others.

Accepting that there is 'no one size fits all' to wellbeing and ensuring Loughborough University provides a range of opportunities for employees to invest in their own health and wellbeing

3. Employee Health and Wellbeing Themes

The specific themes fundamental to developing programmes and events to support employee health and wellbeing are:

Leadership	Assessing the priorities within schools and departments, tailoring requirements to support the needs of employees
Supporting Attendance	Reviewing sickness absence statistics to identify trends and causes and taking appropriate action.
Avoidance of workplace accidents	Reviewing workplace incidents and accidents to determine any trends and underlying causes. In addition, actions under the following themes will be developed and implemented through the Health and Wellbeing Steering Group to promote employee health and wellbeing issues in accordance with the University's commitment to the People Strategy.
Diversity and Inclusion	Gather information to increase awareness of health inequalities in the University and target activities to address these issues.
Mental Health in the Workplace	Encourage employees to look after their mental health by providing learning opportunities, promoting positive choices and through the provision of counselling
Smoking Awareness	Encourage employees to reduce tobacco use by providing appropriate information and support activities.
Physical Activity	Recognise the importance of physical activity in improving health and wellbeing by promoting the benefits to all employees and encouraging their participation through the provision of opportunities and information.
Healthy Eating	Promote the message through the provision of information and

	healthy eating options that maintaining a healthy body weight and eating a balanced diet provides for a healthier lifestyle.
Alcohol and Drugs	Provide employees with information on health issues associated with the misuse of alcohol and drugs.
Caring Responsibilities	offering flexible working practices where possible and promoting a wider discussion to understand the impact of carer responsibility of employees
Financial Health	Providing guidance for employees on all areas of financial health, including debt management and budgeting.
Menopause	Raising the profile of the impact of menopause within the workplace
Domestic/Sexual Abuse	Raising the profile of the impact of domestic abuse and providing signposting to organisations who can offer support.

Appendix 1 shows our current policies and procedures which support the themes above. Appendix 2 shows the initial goals for implementation in all schools and departments. Appendix 3 and 4 will be released throughout the timeline of the project to raise health and wellbeing to increased levels across campus.

4. Policies and Procedures

The Framework is supported by several policies and procedures that set out how employee health and wellbeing addressed and managed by the University. These policies are reviewed appropriately to ensure they continue to be fit for purpose and reflect the approach outlined in the Framework. A list can be found in Appendix 2. These policies fall into 3 key areas:

- Health and Safety – The application of the University’s Health and Safety Policy including risk assessments, safe working practices and the provision of training.
- Supporting Attendance – The application of the policy and procedure including support from Human Resources and the University Occupational Health and Wellbeing provider.
- Supporting Employee Wellbeing – The application of policies on equality in employment, organisational change, grievance, family care and flexible working.

5. Resources

University teams specifically engaged in supporting the development and delivery of the Framework include:

- Health and Wellbeing Steering Group
- People Organisational Development
- Occupational Health and Wellbeing Service
- University on-site physiotherapy service
- Staff Counselling Service managed by Student Services
- Employee assistance program

6. Actions

The main actions to achieve the aims of the Framework are set out below.

6.1. University Wide Actions

An annual University wide action plan will be developed by People and Organisational Development in partnership with the Health and Wellbeing Steering Group and will include:

- Review and development of relevant policies and procedures.
- Provision of management information including sickness absence statistics.
- Publication and provision of health improvement along with health and wellbeing events, campaigns, and information.

6.2. School and department Actions

Schools and departments are required to determine that there is fair Wellbeing Champion representation within their staff groups. The job description and application form can be found in Appendix 5.

Schools will produce annual employee health and wellbeing action plans. These plans will take account of specific issues that relate to the employees within the school and will be informed by the relevant employee wellbeing profiles.

To support the training, implementation, and development of Wellbeing Champions within the School /Department Actions at School/Department level will be aligned to established health and safety arrangements and will be agreed by school management teams with coordination being provided through Wellbeing Champions.

Actions will include:

- Reviewing sickness absence information monthly
- Agreeing and delivering of an annual service action plan.
- Working with the University's Occupational Health and wellbeing Service.
- Developing targeted programmes and events appropriate for their service employees.
- Effectively applying the Attendance Policy, proactively identifying employee wellbeing issues, offering support and information as appropriate.

Wellbeing Champions will be required to:

- Support the University's Health and Wellbeing Framework.
- Organise school or department wellbeing events e.g. a lunch time walk, book club or hobby group as appropriate.
- Attend steering groups to help shape the wellbeing offering here at the university.
- Engage with school or department staff to promote campus wide wellbeing events.
- Signpost staff to relevant services if required.
- Role model and promote a healthy culture within the workplace.
- Report activity and challenges to the Occupational Health and Wellbeing Team.

6.3. Employee Actions

Employees are expected to:

- Seek advice promptly about fitness to work when symptoms arise.
- Raise issues that affect their health and wellbeing or that of their colleagues with their line manager, Human Resources or member of the senior management team.

Employees are encouraged to:

- To seek referral to the Occupational Health and Wellbeing Service by raising concerns with their manager if they are experiencing ill health or for advice and access to physiotherapy and the counselling service if appropriate.
- Engage with wellbeing events and opportunities provided by the University.
- Take advantage of health promotion and advice, guidance and information provided.
- Take advantage of employee benefits such as discounted gym memberships and private health plan.
- Share ideas for promoting health and wellbeing in the workplace.
- Seek support and/or signposting from the Wellbeing Champions as required.

7. Communication with Employees

Communication with employees to publicise events/ opportunities and to provide specific health and wellbeing information will include:

- Regular articles on the news page and blog.
- Information/ events being advertised/ displayed locally in departmental noticeboards.
- Information on events published on the University Staff Wellbeing intranet page.
- Information cascaded from service management teams.
- The provision of appropriate information by managers at return to work interviews.
- Information from People and Organisational Development.
- Information from Wellbeing Champions

8. Monitoring

Progress achieved through action plans will be reported to People and Organisational Development via senior management teams and the health and wellbeing steering group – this will then be integrated into existing service processes for monitoring and managing employee health issues and concerns.

The Health and Wellbeing Steering group will oversee the progression of schools and departments through the Health and wellbeing accreditation process, support the training and implementation of Wellbeing Champions and perform health and wellbeing needs assessment across both campuses at appropriate intervals to monitor progress.

Group	Governance Role	Frequency
Health and Wellbeing Steering group	Identifying employee health issues and developing University wide action plans in collaboration with People and Organisational Development and H&S.	quarterly
Human Resources Management Team with the Occupational Health and Wellbeing Service	Review University wide employee health information and sickness absence trends to highlight concerns. Review the provision of support and information to services.	Monthly
Senior Management Teams	Review service sickness absence levels, trends and employee health concerns to determine appropriate action.	Monthly
HR Committee	Reviewing the framework and progress against action plans in relation to the People Strategy.	Quarterly
Health Safety and Environment Committee	To monitor implementation and progress of the framework across the University	Quarterly

Evaluation

The Health and Wellbeing steering group lead will provide a 6 monthly update to Health Safety and Environment Committee and Human Resources Committee outlining progress towards the training of Wellbeing Champions/accreditation program.