



Wellbeing update

Outcome requested:	Council is asked to note this paper.
Executive Summary:	Following concerns raised in the 2016 staff survey concerning perceptions of bullying and harassment, this paper provides an update on the university's response and actions completed to date.
QMUL Strategy: strategic aim reference and sub-strategies [e.g., SA1.1]	Strategic Aim 1: to recruit students and staff of the highest intrinsic talent and potential, and to nurture their careers
Internal/External regulatory/statutory reference points:	Dignity at Work principles and guidance http://www.hse.gov.uk/stress/
Strategic Risks:	Risk 3 – High quality staff Duty of care to staff, risk of formal complaints, reputational risk.
Equality Impact Assessment:	A wide range of data from various sources has been used to inform actions, including staff survey results, interviews and focus groups. All staff have had some opportunity to feed back.
Subject to prior and onward consideration by:	QMSE only
Confidential paper under FOIA/DPA	No.
Timing:	The action plan included in the paper details the timescales for individual areas of work.
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Date:	11 th May 2018
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Wellbeing Update - May 2018

1. The 2016 staff survey results (completed by 62% of staff) revealed that only 37% of respondents felt there were effective policies and practices to support them if they experience stress or pressure. In addition, 10% of respondents (equating to 255 staff) stated that they had personally experienced bullying and/or harassment at work in the previous 12 months, with an additional 7% of respondents (equating to another 196 individuals), preferring not to say.
2. The wellbeing group with representation from across the university, put in place following the previous staff survey, was tasked to further develop a plan of action to understand these issues and address them holistically. An enhanced action plan was agreed in 2017 and progress to date is outlined in the table below.
3. Further to the work of the Wellbeing Group the university has reviewed its policy on preventing harassment, bullying and hate crime. A new QMUL dignity statement was approved last year along with guidelines for students. The guidelines for staff are due to be approved later this semester.
4. Following the publication of the report from UUK taskforce to examine violence against women, harassment and hate crime, QMUL received funding to support a series of initiatives in this area. This has included the creation of dignity disclosure officers across the university and QMSU launched their zero tolerance campaign earlier this year.
5. Human Resources has also been working on a number of initiatives to address the concerns of staff. Key projects include the commissioning of 'Affinity Health at Work', an occupational health psychology consultancy and research group, to run focus groups with representative samples across the university.
6. Affinity Health at Work made a number of recommendations based on the findings of the focus groups, some of which include:
 - Develop a comprehensive health and well-being strategy and build a culture where staff health and well-being is prioritised.
 - Embed a behavioural culture change across the university
 - Empower schools and departments to make decisions
 - Address communication and change management practices
 - Address the disconnect between Professional Services functions and academic faculties
 - Develop a robust bullying and harassment policy, supported by appropriately skilled staff
7. Some progress is already being made on the above, including the development of a behavioural framework and those outlined in the table below. A proposed new HR Structure provides dedicated resource to wellbeing, as well as to ensuring that recommendations are progressed and embedded within faculties, schools and departments. This will remain a regular item on the wellbeing group agenda and reported to QMSE via the HR sub-group. Next steps will be discussed at the Wellbeing Group meeting on 21 May, at which the Principal will also be present. Council will receive an oral update on this at the Council meeting.

What	Who	Progress to date/plans for future	Timeframe
1. Develop a programme of training for staff to support the well-being agenda.	Professional Development	This programme now includes: <ul style="list-style-type: none"> • 'Building personal resilience.' • 'Coaching skills for managers.' • Bite-size 'well-being at work' sessions. • Portfolio of 'personal effectiveness' training. • PD have piloted a manager's workshop for 'supporting your team and avoiding stress in the workplace', to be reviewed in the summer. 	Ongoing
2. Review support for staff with mental health difficulties	OH Manager Health and Safety	<ul style="list-style-type: none"> • Mental Health First Aiders have been trained and are in place. • Workplace Options is to be reviewed. • Additional counselling service provision will be dependent on EAP re-tender. 	WO review to be complete by November 2018
3. Understand the drivers behind staff experiencing stress, bullying/harassment and work-life balance difficulties and implement actions to address these.	HR	<ul style="list-style-type: none"> • External consultants Affinity Health at Work were commissioned to run focus groups across faculties and PS to gather qualitative information. • Findings and recommendations will be presented to the wellbeing group to determine next steps. • A Dignity at Work policy has been agreed and advisors are currently being trained. • Unconscious Bias training is being offered across the university. 	Well-being group to agree next steps on 21 May 2018
4. Well-being events	Across university	<ul style="list-style-type: none"> • Health checks were offered by OH throughout April for all staff. • 14th-20th May is Mental Health Awareness week, with activities including massages and meditation being offered by the Diversity & Inclusion team. • A number of music events have been organised by Paul Edlin. • The chaplaincy offers ongoing meditation sessions for staff. • Remploy presentation is scheduled for 15th May 2018. • It is proposed that the next well-being fayre runs in October during reading week at Mile End (April-June already has: Ideas Unwrapped, PS Conference and Careers Week). 	Ongoing
5. Ensure information and services on well-being are in a place on the intranet which is accessible, and people know where to find it.	HR Marketing & Comms	<ul style="list-style-type: none"> • A central web-page is being built that will sign-post all well-being information and support. • Marketing and Comms to look into where well-being can sit on the community section on Connect, and work on building a well-being campaign to launch the website. 	July 2018