



South Lanarkshire College Health & Wellbeing Award

Undertaken by Raymond Boland, Chartered Fellow CIPD. Member IBC

On behalf of Investors in People Scotland

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Executive Summary

In this follow-on assessment to the Investors in People 6th Generation Framework assessment in May 2016 I have again found the leadership and management style of the College to be one that is open, supportive and caring, in this case with regard to the health and wellbeing of people. People were consistent in their views that the leadership and management style fully supports their health and wellbeing.

Health and wellbeing is promoted at an annual staff health and wellbeing day reference was made to people having the opportunity to select suitable programmes to be delivered at staff development days.

There is a range of family friendly and other policies that formally set standards for health and wellbeing and activities to support physical wellbeing include a golf section, cycling group, running group, turbo training and a Scottish Slimmer's Group. I noted the College is taking positive steps to further promote cycling through seeking to achieve the Cycle Scotland's Cycle Friendly Campus Award.

Psychological wellbeing is addressed through an employee assistance programme that includes confidential counselling and you have introduced a Chaplaincy service with representatives of different religions and now a humanist representation visiting the College to provide help and support to those who wish. There are staff members training in Assist to signpost people with mental health issues in the right direction, there are staff trained in Mental Health First Aid and two people are trained in Mental Health First Aid for Young People to support students. People demonstrated an awareness of the various activities and there was also an expressed view that line managers and the human resources team will readily provide support as required.

Teamworking and the sharing of information to help and support each other is actively encouraged and there are various groups and committees in place that bring people together to give consideration to specific matters including ones linked to health and wellbeing. I find that the various social groups such as the golf, walking and cycling groups also support social wellbeing. The significant investment made in promoting LGBT and breaking down barriers to any form of prejudice has had a positive impact with senior managers and managers seen to support events. An annual Equality and Choices week brings together a range of service providers and activities to support students and break down barriers.

To maintain a focus on continuous improvement you may wish to consider reviewing job descriptions to take into account responsibilities for health and wellbeing, evaluating the overall impact of activities on individual, team and College performance to make sure they are the most appropriate and effective in meeting needs. Consider conducting 'at risk' audits to identify areas most likely to affect health and wellbeing and take appropriate action, encourage people to take regular breaks and discourage long hours working and agree a health and wellbeing plans as part of the CPD reviews.

Introduction

South Lanarkshire College was founded in 1948 and is one of two colleges in the Lanarkshire Region the other being New College Lanarkshire to which South Lanarkshire College is assigned. While retaining its own independence, employing its own staff with its own assets and its own strategic direction, the College has a partnership arrangement with New College Lanarkshire under the Scottish Government Post-16 Education Reform introduced with the aims to co-ordinate the offer of further education across communities in Lanarkshire, improve access to educational opportunities across Lanarkshire, increase progression routes from school to college-based study and to identify opportunities to work in partnership to maximise the efficiency and use of resources in Lanarkshire.

The College is totally committed to quality and has used the Investors in People Framework since 1997 to review, develop and where relevant improve its people management strategies and their impact on the College ambition. In May 2016 the College achieved Investors in People Platinum status following assessment against the new Sixth Generation Standard and, in doing so, became one of the first six organisations in Scotland and the first educational establishment in the United Kingdom to achieve this level of Award.

Other awards achieved by the College include, Leaders in Diversity, UK Green Gown Award, SQA Award for Innovation, SQA Star Awards, Business to College Award, Homes for Scotland Award, UK Borders Agency Highly Trusted Status and Multiple Student Awards for successes at national and local levels. The College is also working to achieve the LGBT Chartermark and the Cycling Scotland's Cycle Friendly Campus Award.

The IIP Health and Wellbeing Award

The Health and Wellbeing Award consists of three Indicators. They are:

1. Leading and inspiring people.
2. Living the organisation's values and behaviours.
3. Health and Wellbeing.

The first two come directly from the Investors in People 6th Generation Framework against which the College was assessed and achieved Platinum status in May 2016 and, as this health and wellbeing visit has taken place within twelve months of the IIP 6th Generation Framework they continue to be deemed as met. As a result the main focus of this visit was to assess against the third Indicator of the Health and Wellbeing Award, Health and Wellbeing although the first two Indicators did feature in the discussions.

The assessment was conducted through face-to-face discussions with the selected sample of people. A total of 317 staff and 14 Board members were included in the sample, an overall total of

331 people. I selected a total of 31 people for the discussions being representation of 9%. The selection was made to take into account numbers of people within the departments and faculties and the different grades within the structure. I have considered the female / male breakdown, full, part-time and temporary staff, and length of service. I included two trade union representatives and the student president who serves on the College Board. In all I found there to be a total of 317 staff and 14 Board members resulting in a total of 331 people being in scope for the assessment.

Function	Total People	% of Total	Sample	% of Sample
Board Members	14	4.2	1	3.2
Principalship	5	1.5	1	3.2
Faculty of Business	81	24.6	7	22.6
Faculty of Care	65	19.6	6	19.3
Faculty of Construction	68	20.5	6	19.4
Alternative Funding	10	3.0	1	3.2
Facilities	37	11.2	1	3.2
Finance	7	2.1	2	6.5
Human Resources	6	1.8	2	6.5
Information Systems	15	4.5	1	3.2
International and Marketing	3	0.9	1	3.2
Student Services	19	5.8	2	6.5
Project Manager Lanarkshire Federation	1	0.3	-	-
Totals	331	100.0	31	100.0

Assessment Objectives

Through working with the Investors in People Standard the College regularly reviews its people management and development strategies and this has led to high levels of morale and motivation demonstrated at all levels. Following the IIP 6th Generation assessment the College management team decided to be assessed against the IIP Health and Wellbeing Award to review and where possible improve principles and practices across the three performance areas of physical, psychological and social wellbeing and to achieve formal accreditation as a result of recognition of good practice.

The agreed objectives for the assessment are:

1. Develop a culture where there is a clear focus at all levels on the physical, psychological and social wellbeing of people.
2. Effectively engage with people to review and where possible improve the principles and practices that cover the three areas of physical, psychological and social wellbeing.
3. Continue to focus on a leadership style that fully supports the health and wellbeing of people across the College.

The objectives are addressed in the main body of this report.

Outcome

The open and supportive leadership and management combined with the commitment to the physical, psychological and social wellbeing of people as demonstrated in this report has resulted in the College achieving High Performance level in each of the key themes. There are some potential development areas to be considered and summarised later in this report.

I wish to congratulate South Lanarkshire College on this significant achievement.

Analysis of findings

General

Senior management have taken positive steps to embed health and wellbeing into the College with a range of relevant policies, practices and group and individual activities to meet the physical, psychological and social needs of staff and students.

The policies I reviewed during my visit included family friendly policies, pension, life cover, sick pay, equality and diversity, childcare, a cycle scheme and gym membership. While the policies provide the direction for a consistent approach I noted through discussions that needs are considered on an individual basis based on circumstances. Health and wellbeing policies include the employee assistance programme, occupational health service, healthy eating promotions, optician services, free 'flu jags' and a discounted chiropody service. There is an annual health and wellbeing week and I noted that at the 2016 week a total of twenty-eight health and wellbeing providers were in attendance to promote their services and 'taster' sessions were provided. Staff and students from the Care Faculty also provided health and wellbeing services at this time.

I noted the commitment to the health and wellbeing of people is demonstrated during the recruitment and selection process and all people have a personal copy of the College guide to staff benefits that summarises the health and wellbeing and other benefits available to staff. As a result of their understanding and making use of the activities available people have a high level of respect for senior management, line managers and the human resources function for the services and support provided.

Managers and leaders are consistently seen to be role models for health and wellbeing through their own involvement in activities and through encouraging and supporting staff in participating in activities. The overall leadership and management style is seen to be open, honest and approachable with a high level of visibility. This has had a positive impact with people demonstrating respect for each level of management and also for the human resources team who are considered to be supportive in meeting the needs of people.

“We now have people taking paternity leave” - “we have flexible working” - “I had a phased return to work” - “the human resources team have come on leaps and bounds with the level of support provided”.

The College management place a high level of importance on quality, continuous improvement and high performance and use a range of external and internal standards and practices to review and improve overall performance including health and wellbeing. In addition to achieving Investors in People 6th Generation recognition at Platinum level the College is also an Investor in Diversity, is progressing towards the LGBT Chartermark and has achieved other forms of recognition for the commitment to the health and wellbeing of people, an example being Dementia Friendly.

Evaluation of activities takes place through external feedback on activities including the Investors in People 6th Generation Framework, this IIP Health and Wellbeing assessment, Investors in Diversity, feedback comes from progressing towards the LGBT Chartermark and the progress towards achieving the Cycling Scotland's Cycle Friendly Campus Award. Internal evaluation takes place through performance reviews an example being the reduction in absence days lost, through feedback from the Mental Health Group, outcomes of staff surveys, for example, pre and post evaluation of the Cycle Friendly Campus Award, observation of performance and through the regular one-to-one CPD discussions.

My conversations with people revealed a possible opportunity to more directly review the impact of health and wellbeing activities on job performance and on College performance. To keep an ongoing focus on management (and people) responsibilities for health and wellbeing there may be an opportunity to include the responsibilities at each level in job descriptions.

“There is definitely a dedication to health and wellbeing” - “we have a very flexible and supportive management” - “when I talk to friends about what is on offer they are amazed” - “other Colleges offer support and guidance but not to the extent of this College” - “health and wellbeing support here is far superior to other organisations”

Supporting Physical Wellbeing

The College management are fully committed to the promotion of health and fitness and keeping people active. To this end there is the annual health and wellbeing week with activities in place that support physical wellbeing. They include Scottish Slimmer's, a running group, circuit group, turbo training and a golf section. Throughout my discussions I found people are positive about the activities available and I was provided with examples of the activities they are involved in. Several

people referred to taking part in the 10k Great Scottish Run and planning to take part in the Santa Run to take place in Glasgow. All confirmed that the College pays their entry fees and participation also allows them to raise funds for selected charities. A number of people explained how they attend the Scottish Slimmer's programme and how they have lost weight and feel in better shape as a result. References were made to cycle to work and there now being cycle stations with cycle repair equipment provided and shower facilities available to support cyclists. People confirmed during my discussions with them that all offered the 'fly jag'.

To support healthy eating senior management in discussions with the catering function now offer staff and students half price porridge and soup with other offers being introduced.

"We have the offer of subsidised gym membership, healthy eating is promoted and we are kept aware of external activities" - "we have cheap soup and porridge and now get cheap food on Friday afternoons" - "I took advantage of Scottish Slimmer's"

Supporting Psychological Wellbeing

I found there to be a very supportive environment with people encouraged and taking action to help and support each other. In addition to in-house support there is an employee assistance programme with a confidential counselling service, a Chaplaincy service with representatives of different Faiths, and now including a Humanist representative visiting the College to be available to support staff who feel in need of the service and a quiet room is available for prayer or other people needs. An activity that has proved very popular with people is a Mindfulness programme with people I spoke to consistently referring to the benefits received from attendance at the programme. A total of eighteen members of staff are Assist trained to support staff and students, eleven members of staff have been trained on Mental Health First Aid and two members of staff trained on Mental Health First Aid for Young People to help and support student needs. The College is recognised for Dementia Friendly Awareness.

A small but significant improvement by senior management is to have short, sharp positive messages displayed in the toilets. They are messages that make people think more positively.

An Equality and Choices event engages partner organisations in promoting a diverse range of topics aimed at raising young people awareness of issues relating to equality and diversity.

People were open and willing to share problems they has experienced and how they had been supported through difficult times. There were references to a phased return to work after serious illness, to flexibility and work arrangements and work-life balance needs being addressed, one person having time off to support a child through illness and people with dyslexia or other health issues being provided with special equipment or computer packages to meet their needs.

"HR have been very supportive I was provided with time off as required" - "support for LGBT is demonstrated from the top through events, a staff development session, understanding the differences in people and the need to be very inclusive" - "I have been totally supported with dyslexia, I have been provided with a laptop and appropriate packages to help me".

Supporting Social Wellbeing

I found that people feel many of the activities introduced to support physical wellbeing also impact positively on social wellbeing. People involved in group activities referred to developing greater friendships through having a shared interest in the group. Approximately twenty staff and students took part in the Gay Pride March in Glasgow with the Principal taking an active role and promoting the commitment from the most senior levels in the College. As stated under Psychological wellbeing there is a strong team culture with people willing to help and support each other during difficulty times.

There are positive relationships with trade union representatives and there is a range of committees and groups that bring representatives of people together to discuss, review and develop solutions to specific issues. Examples are the Joint Negotiating Committee, Health and Safety Committee and Work Groups that include Equality, Quality Enhancement, Sustainability and Quality Audit Groups and First Aider meetings. In addition to the purpose of the Groups there is a view they have enhanced the quality of team working and collaboration across the College.

“We work in very effective teams and through multi-skilling we are able to help and support each other” - “no-one would overlook a team member needing help” - “I could not get any more support than I do from my boss”.

Good Points Noted

- Very consistent levels of respect and appreciation for the support provided by managers and the human resources team.
- The levels of trust people have that enables them to feel they can discuss personal issues with their managers, human resources, trade union representatives and colleagues,
- The range of programmes available to people and taken into account at health and wellbeing week and staff development days.
- Services are delivered on the premises and, therefore, easier and more convenient to access.

Summary of Suggested Development Areas

The following suggestions are made to support the culture of continuous improvement and the focus on high performance.

- Review job descriptions to take into account the levels of responsibility for health and wellbeing.
- Review the impact the activities have on individual, team or faculty performance and consider the value of the activities in meeting needs at each level.
- Use ‘at risk’ audits to identify specific areas where stress or other health and wellbeing issues might arise and take appropriate action to minimise or eliminate the risks.

- During my discussions some comments indicated there may be an opportunity to discourage regular long hours working through taking breaks at appropriate times and finishing at the normal finishing time unless there are special circumstances.
- Focus on personal health and wellbeing at one-to-one discussions and agree an action plan to support people where a need is identified.

Next Steps

When you have received this report I will contact you to arrange a further meeting. We will review the outcome of the assessment in more detail and consider the strategy for moving forward to combined Investors in People and Health and Wellbeing Award assessments in the future.

In the meantime I wish to record my sincere thanks to the senior management team and human resources team and trade union representatives and all involved in the assessment planning and involvement in the discussions, for your support and making the assessment visit and enjoyable project.

Appendix 1 - Leadership and Values

While this report should be read in conjunction with the Investors in People 6th Generation Report of May 2016, I have inserted below the paragraphs on the values and leadership style, both relevant to this report.

South Lanarkshire College has nine values that are at the heart of the way it operates and which are pillars for the College ethos. They relate to equality & diversity, passionate about our work, continual improvement, listening and acting on feedback, sustainability, community & social value, promoting health and safety and innovation. They directly relate to the performance of the College and, as such, it is clear how they are embedded with examples during my interviews relating to the promotion of equality and diversity and the actions being taken to ensure there are no barriers to education or employment, the ongoing encouragement to achieve continuous improvement and there were references to high performance evidenced through the high levels of attainment for both further and higher education courses. It was evident during my interview discussions that people firmly believe in them and are committed to them displayed through their passion, enthusiasm and genuinely seeking to identify areas where improvements can be achieved.

Comments were - "the values are displayed everywhere, they are definitely at the heart of everything" - "at the all staff conference we relate to the values" - "I am always passionate about my work" - "the values are strongly embedded in all we do and leadership do listen and take action" - "you are told if you are good at a job".

Managers and potential managers are supported in the continued development of their knowledge and skills through senior management coaching and support, through the availability and support of the human resources team and the inclusion of appropriate development programmes at staff development days. At the time of this assessment the main focus was on equality and diversity. Potential managers have the opportunity to source suitable activities and to develop skills through access to the policies and procedures on the SLC web portal.

Comments included - "The Principal is very active and interested in people, the senior team all lead by example" - "managers are very good and very visible and accessible, they lead by example and we all work in the same direction" - "managers are very approachable and will help you with your problems, they encourage teamwork and work well as a team" - "the management charter underpins what managers do".

IIPS Values

As we work together on this review I will endeavour to maintain the Investors in People Scotland values to support you as you develop your business. Our values are:



I am looking forward to working with you and if you wish to explore any aspect of this proposal further please just give me a call.

/ Get in touch



Call 0131 625 0155 today



Email: enquiries@iipscotland.co.uk



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