LONDON HEALTHY WORKPLACE AWARD

ACHIEVEMENT LEVEL

FEEDBACK REPORT FOR EMPLOYER

ORGANISATION NAME: Chestnut Grove Academy

BOROUGH WORKPLACE HEALTH LEAD: Alison Dunn

DATE OF VERIFICATION DAY/VISIT: __4th April 2019__

VERIFIERS: Andrea Allen, Kate Godfree and Carole Watling

SUMMARY AND OVERALL ASSESSMENT

Level attained: Achievement

Verification summary

Strengths:

Verifiers were particularly impressed by:

- The real effort being made to build bridges between support and teaching staff, there is a recognition of the different needs and addressing these
- Transparency – the culture seems open and it appears there is no hidden agenda
- The ongoing consultation with staff helps to shape the whole agenda
- There are lots of opportunities for staff voice to be heard
- The real focus on appreciating the efforts of staff
- The acknowledgement that wellbeing is vitally important
- The scrapping of lesson plans which has freed up a lot of time
- The support offered to staff who need it (absence management)
- That health and safety is a standing item on departmental meeting agendas
- The real passion and commitment for health and wellbeing
- That staff genuinely feel cared for
- That healthy eating is really well supported and the subsidised cost of the meals

Development areas:
Verifiers have provided the following suggestions to assist with overall development:

- Succession planning, much of the work rests with one person, consider how to ensure this is sustainable
- More in depth training / awareness sessions on resilience and stress management
- Organise an annual wellbeing fair with some supplier stands e.g. the EAP provider, MIND, the cook
- Use a stress risk assessment for individuals who have sickness absence or report work related stress – and develop a structured approach to supporting them and addressing the issues
- Start working on your Excellence application

Advice for reaching Excellence level:
Verifiers advise that the following areas of focus will assist with development towards Excellence:

- Start developing your metrics so that you can evaluate the impact of the work more effectively
- Consider how to measure air quality
- Develop an active travel plan
- Consider using the full HSE stress risk assessment tool to inform a stress prevention strategy

VERIFICATION SCORES SUMMARY:

Charter standard	Score for each standard Scale from 1 to 3: 1 = poor/not met 2 = satisfactory/partially met 3 = excellent/fully met
1. Leadership, policies and planning	3
2. Health, safety and environment	2.92
3. Attendance management	3
4. Organisational policies and culture	3
5. Management knowledge and behaviours	2.83
6. Employee awareness and resilience	2.58
7. Physical activity	3
8. Healthy eating	3
9. Alcohol, smoking and substance misuse	3
Total out of 27	26.33

The threshold for attaining the charter standard is a minimum score of 2 for each of the eight standards, and an overall score of 23 or more.

1. Leadership, policies and planning – verifier feedback:

Criteria		Achievement Level
	Met	• The organisation has a health & wellbeing strategy or action plan in place with measurable objectives.
	Met	• Specific programmes are in place to support the health and wellbeing of lower paid employees, including those on non-standard employment contracts (e.g. "zero-hours" contracts) [§].
	Met	• The organisation has systems in place for evaluating the impact of health and wellbeing initiatives, e.g. participation rates, participant feedback (i.e. a subjective evaluation), and/or behaviour changes.
	Met	• The organisation conducts a staff survey which includes questions on health and wellbeing. The results are analysed and reviewed, and actions taken where issues are identified.
	Met	• Line managers are provided with guidance, training and support to enable them to support the health and wellbeing of their staff.
	Met	• Flexible working practices and family friendly policies are in place which include the option for anyone in the workforce in any position to request flexible working from day one. Requests for flexible working will be considered unless there are genuine business why it is not possible*.
	Met	• A process is in place that recognises and rewards good work.
	Met	• An effective policy is in place to tackle bullying and harassment which is clearly communicated to the workforce.
	Met	• An effective policy is in place to manage disciplinary and grievance procedures which is clearly communicated to the workforce*.
	Met	• An effective policy is in place for whistle-blowing which is clearly communicated to all staff*.
Verifiers were particularly impressed by:		• The real efforts being made to build bridges between teaching and support staff • The acknowledgment that wellbeing is vitally important • The LSA survey – it seems that all staff are valued and the survey will be repeated • The very strong anti-bullying ethos • The strong caring environment • Transparency and ongoing consultations with staff in shaping the wellbeing agenda • Annual wellbeing and workload surveys • The high number of opportunities for staff to input their voice • The variety of methods used for recognising and rewarding the good work. E.g. the personal letters sent at half term • That staff are allowed to leave early on a Friday • The change to "meaningful and manageable" marking and that this varies depending on the department
Criteria		

The following suggestions are made to assist with ongoing development in this area:	• If this hasn't already been done it might be worthwhile developing succession planning and sustainability programmes for the medium to long term to completely embed the ethos of the school. This would protect all the excellent work that has been done so far. It will also enhance the school's reputation as a trailblazer in health and wellbeing.
Key areas of focus for development to Excellence are: _Excellence criteria:_ • _The organisation has a health, work and wellbeing strategy in place with objectives, a detailed action plan and outcome measures or Key Performance Indicators (KPIs) including business outcomes, such as staff retention._ • _The organisation has a multi-disciplinary steering group (with representatives from all levels and divisions in the organisation) which oversees the health & wellbeing strategy and action plan._ • _All managers in the organisation, including directors and board members, demonstrate commitment to the health and wellbeing of their workforce and act as good role models._ • _Staff consultations/surveys take place that seek information on the mental wellbeing of staff and also covers working conditions, communication, harassment and bullying, work-life balance, cost of living wage, staff support and work-related or other causes of stress, with action_	There were no additional suggestions for this area.

plans drawn up to address major issues. • *Comments and feedback from participants about wellbeing initiatives are used to develop the organisation's health & wellbeing action plan.*	
The following links / tools / resources / sources of support may be helpful:	• Your workplace health lead • Britain's Healthiest Workplace - available to all employees with 20 or more employees. Participation is free. https://www.vitality.co.uk/business/healthiest-workplace/participate/

2. Health, safety and environment – verifier feedback:

Criteria:		Achievement level
	Met	• All health and safety policies and workplace activities are regularly monitored for new hazards and improvements are made.
	Partially met	• There is a clear emphasis on prevention of ill health across all health and safety policies.
	Met	• Health and safety precautions have been implemented for night-time and shift workers, e.g. the Women's Night Safety Charter[§*].
	Met	• Workers in enclosed spaces (e.g. office buildings) have access to daylight through windows to the outside. Workers who necessarily undertake tasks in darkened spaces are encouraged to take regular breaks to gain exposure to daylight during normal business hours.
	Met	• The organisation is aware of the health risks related to the physical environment, e.g. ergonomic factors, such as furniture design, noise, and lighting.
	Met	• Workers can request use of equipment with ergonomic design to optimise performance and/or minimise health risks.
Verifiers were particularly impressed by:		• Health and Safety is a standing item on department meeting agendas – this is very positive • The risk assessments that are in place and that specialised equipment is provided when necessary • Written feedback has been reduced for teachers and training is in place to support teachers in how to reduce marking. There is an awareness that people have their limits • The scrapping of lesson plans and the behaviour policy • Late evening events are followed by a professional day
The following suggestions are made to assist with ongoing development in this area:		• Consider making DSE assessments compulsory at least for office staff
Key areas of focus for development to Excellence are: *Excellence criteria:* • *There are identified trained health and safety representatives (trade union and/or company representatives).* • *Staff representatives have been involved in the development and/or evaluation of health and safety policies*.*		You are already meeting some of these criteria. A key focus will be measuring internal air quality.

• *All managers have received health and safety management training.* • *Regular health and safety meetings are held and recorded.* • *The organisation supports the health & wellbeing of its workers by enhancing the physical work environment, e.g. equipment and furniture, and building layout and design.* • *Internal air quality is measured and improved where necessary in the staff and public areas.*	
The following links / tools / resources / sources of support may be helpful:	• Your workplace health lead • Free resources from On Your Feet Britain - http://onyourfeetday.com • Posturite provide free advice sheets - https://www.posturite.co.uk/help-advice/useful-resources/advice-sheets • Musculoskeletal health in the workplace: a toolkit for employers - from Business in the Community - https://bit.ly/2f7uBgo

3. Attendance management – verifier feedback

Criteria:		Achievement level
	Met	• Absence rates and causes are collected and monitored. Where negative trends are identified, specific interventions are implemented to address the issues. Any interventions that are implemented are evaluated to assess their impact on absence rates*.
	Met	• Line managers have participated in Attendance Management training.
	Met	• Measures are put in place to identify and address excessive working e.g. max hours worked, time off in-lieu, no long notice requirements for shift changes, and management intervention to avoid culture of "on call 24 hours"*.
	Met	• Additional (above statutory) leave is available for workers e.g. emergencies involving dependents, caring responsibilities, and study leave*.
Verifiers were particularly impressed by:		• The flexible system in place for dealing with health/attendance issues/trends • The very efficient system in place to monitor sickness absence • The effective absence management policy • The individualised approach that is taken. The variety of examples given described the range of support provided. • The caring ethos • The fact that return to work interviews are conducted after any length of absence
The following suggestions are made to assist with ongoing development in this area:		There were no suggestions for development at this level.
Key areas of focus for development to Excellence are: _Excellence criteria_ • _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 (e.g. mothers who wish to express)._		You are already meeting many of these criteria.

• *The organisation has a proactive system in place to support workers on long term sick to return to work and will support workers with long term conditions.* • *The organisation has a system in place to support workers who are returning to work after parental leave.* • *Greater occupational sick/health leave is available for people managing health-related matters (e.g. menopause) or difficult domestic circumstance, (e.g. domestic abuse)*.* • *Discretionary paid time off is available for family and dependents (e.g. caring responsibilities, schools transition).*	
The following links / tools / resources / sources of support may be helpful:	• Your workplace health lead

4. Organistional policies and culture – verifier feedback

Criteria:		Achievement level
	Met	• 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.
	Met	• 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.
	Met	• Workers at all levels are consulted about organisational change and have an opportunity to influence proposals for change.
	Met	• The organisation provides appropriate avenues of communication to keep workers at all levels informed of changes, including timetables for change.
	Met	• When the organisation undergoes significant change, the workforce is informed about how the changes will affect their jobs. If necessary, line managers and workers are given training to support changes in their jobs.
Verifiers were particularly impressed by:		• The recognition that staff consultation is important • The change management processes which ensure all staff are informed timeously and consulted where appropriate • The recognition that there are differences in the issues affecting support staff and teaching staff • The curriculum intent alignment exercise including both support and teaching staff – this was innovative
The following suggestions are made to assist with ongoing development in this area:		• Consider using some of the HSE questions in the teaching staff survey in addition to the DFE questions.
Key areas of focus for development to Excellence are: *Excellence criteria* • *A mental health and wellbeing/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.* • *The organisation provides a confidential support service (e.g. Employee Assistance Programme) in-house or externally to individuals seeking advice*		There were no additional suggestions for this area.

or support on health and wellbeing issues*. • *Organisational and individual change is accompanied by information or targeted support programmes e.g. retirement, redundancy planning, which are actively promoted.*	
The following links / tools / resources / sources of support may be helpful:	• Your workplace health lead

5. Management knowledge and behaviours – verifier feedback

Criteria:		Achievement level
	Met	• Line managers have appropriate training to support their personal development and performance in the workplace, e.g. on performance management, giving performance feedback, carrying out appraisals, and attendance management*.
	Partially met	• Line managers have access to training or coaching on resilience and/or stress management to enable them to build personal resilience and build resilient teams.
	Met	• Line managers have access to training on mental health, including how to identify employees with potential issues.
Verifiers were particularly impressed by:		• The strong training in mental health • Harnessing expertise in the school is exemplary • That all line managers have had mental health training
The following suggestions are made to assist with ongoing development in this area:		• As discussed, consider running a session specifically on resilience
Key areas of focus for development to Excellence are: *Excellence criteria* • *Line managers demonstrate regular joint working and shared decision making with employees and empower employees to work in an independent way.* • *Line managers have training in how to develop people and teams, have difficult conversations, and resolve disputes*.*		There were no additional suggestions for this area.
The following links / tools / resources / sources of support may be helpful:		• Your workplace health lead • HSE Talking Toolkit for schools http://www.hse.gov.uk/gohomehealthy/stress/education.htm • Stress management competency indicator tool - managers can reflect on their behaviour and management style to see how effective they are in preventing and reducing stress amongst their team and see potential development areas - http://www.hse.gov.uk/stress/mcit.pdf

6. Employee awareness and resilience – verifier feedback

Criteria:		Achievement level
	Met	• Employees are offered learning and development opportunities to maximize their potential, which take place during paid hours*.
	Partially met	• Training on resilience and/or stress management is available and actively promoted to all workers to enable people to manage periods of high pressure, change and uncertainty.
	Met	• Education and development opportunities are routinely available to the frontline workers to enhance their skills and knowledge around workplace mental health issues.
	Met	• Mental health awareness training is available and actively promoted to all*.
Verifiers were particularly impressed by:		• That the training is also offered to parents • The weekly free Yoga and the meditation and mindfulness sessions • That everybody has attended the mental health and wellbeing training
The following suggestions are made to assist with ongoing development in this area:		• It could be useful to organise an annual health and lifestyle/wellbeing fair – inviting suppliers such as the cook/kitchen, EAP, Mind to have stands. Seasonal themes for health and wellbeing programmes are also useful e.g. New Year Resolutions • Consider running a session for all staff specifically on resilience
Key areas of focus for development to Excellence are: *Excellence criteria* • *Campaigns which actively promote wellbeing are designed and implemented, e.g. the Five Ways to Wellbeing.* • *Social support groups, volunteering and out-of-work activities are actively encouraged and supported by the organisation.*		There were no additional suggestions for this area.
The following links / tools / resources / sources of support may be helpful:		• Your workplace health lead • The Robertson Cooper "i-resilience" tool/questionnaire could be useful https://robertsoncooper.com/iresilience This is free of charge and produces a tailored report for individuals on the state of their resilience and ways to improve it • The Headspace app • The Calm app • Good Thinking - an online service which aims to support Londoners to better manage and maintain their mental wellbeing - https://www.good-thinking.uk • The mental health toolkit for employers - Business in the Community - https://wellbeing.bitc.org.uk/all-resources/toolkits/mental-health-employers

	• Mind have some booklets that can be ordered (charges apply) and some quick tips that are free to order - https://shop.mind.org.uk/shop/samples • Wellness Action Plans are an easy, practical way of helping employees support their own mental health at work - https://www.mind.org.uk/workplace/mental-health-at-work/taking-care-of-yourself/guide-to-waps-employees/

7. Physical activity – verifier feedback

Criteria:		Achievement
	Met	• Physical activity in the workplace is actively encouraged, including active commuting, and supported by the physical environment*.
	Met	• Physical activity opportunities in the local area are actively promoted to the workforce and supported by the organisation.
Verifiers were particularly impressed by:		• That the gym is used by external suppliers after 5pm and that some of these classes are open to staff e.g. HIIT classes • The free gym for staff and the 3 showers (this is a high ratio in relation to the number of staff) • The free Yoga class that is offered. It was clear from the conversations held with staff that this is greatly appreciated
The following suggestions are made to assist with ongoing development in this area:		There were no suggestions for development at this level.
Key areas of focus for development to Excellence are: *Excellence criteria:* • *Opportunities for physical activity linked to the workplace have been investigated and implemented and participation rates are monitored. These activities are sustainable and embedded in the organisational culture.* • *The organisation has a travel plan that promotes physically active ways of getting to and from work and travelling between meetings.* • *The organisation's Employee Assistance Programme includes access to physiotherapy for all workers*.*		There were no additional suggestions for this area.
The following links / tools / resources / sources of support may be helpful:		• Your workplace health lead • Virgin 100 day global challenge. It costs approximately £50 per person. Maybe pull 7 or 14 names out of a hat (you need to enter teams of 7) • Step Jockey - Rate stairs in your organisation for free and get free signs to encourage employees to take the stairs - https://www.stepjockey.com/free-stair-signs

8. Healthy eating – verifier feedback

<table>
<tr>
<td rowspan="2">Criteria:</td>
<td>Met</td>
<td rowspan="2">Achievement level
• Any on-site catering facilities provide healthier options that are actively promoted[§].

• When outside caterers are contracted to provide food at company events (e.g. in organisations that do not have a staff restaurant or canteen), a requirement for healthy food is always specified.</td>
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<tr>
<td>Not applicable</td>
</tr>
<tr>
<td>Verifiers were particularly impressed by:</td>
<td colspan="2">
• The fact there is no junk food allowed on the premises
• The canteen subsidies and the healthier choices
• Education re healthy eating is promoted really well
• Weight issues amongst children are identified and support/solutions are provided to help address this
• The health tips that are sent each day by Paul and that there is some engagement with them
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<tr>
<td>The following suggestions are made to assist with ongoing development in this area:</td>
<td colspan="2">
• Consider encouraging links with local businesses and be more proactive (especially big brands!)
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<tr>
<td>Key areas of focus for development to Excellence are:

Excellence criteria:

• *A corporate healthy eating food plan, guidelines or similar has been produced in consultation with the workforce that covers: corporate hospitality, catering provision, sourcing of food using local providers where appropriate, vending/in-house catering and pricing strategy to promote healthy options.*
• *Internal or external support is on offer for those who wish to lose weight and the efficacy of any services used by workers is evaluated.*
• *There is a rolling schedule of planned events to promote the importance of healthy eating.*</td>
<td colspan="2">There were no additional suggestions for this area.</td>
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<tr>
<td>The following links / tools / resources / sources of support may be helpful:</td>
<td colspan="2">
• Your workplace health lead
• Staff may be interested in some of the following free apps: https://itunes.apple.com/gb/app/change4life-food-scanner/id1182946415?mt=8 https://itunes.apple.com/gb/app/foodswitch-uk/id804442303?mt=8
• Content for the health tip could be obtained from the British Dietetic Association who have produced a range of very useful food fact sheets: https://www.bda.uk.com/foodfacts/home
• British Heart Foundation - health at work healthy eating workshops - https://bit.ly/2uMC3Cb
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9. Alcohol, smoking and substance misuse – verifier feedback

Criteria		Achievement level
	Met	• Building managers, reception staff, ground staff and those operating in communal areas are aware of how to report breaches of the smoke-free policy.
	Met	• Organisational code of conduct and behaviour in relation to alcohol and substances has been well established and well publicized.
Verifiers were particularly impressed by:		• Teachers cannot be seen smoking – it is recognised that they are role models • Staff are not allowed to smoke in front of students on residential trips • The overall culture which deters smoking
The following suggestions are made to assist with ongoing development in this area:		There were no suggestions for development at this level.
Key areas of focus for development to Excellence are: *Excellence criteria:* • *All open areas (outdoor) are clearly signposted as smoke-free and steps are taken to prevent smoking in these areas§.* • *There is active promotion of stop-smoking services and all workers are given time to attend. The efficacy of services used by workers provided is evaluated.* • *All employees and workers have access to information and guidance about alcohol and wellbeing which includes information about the link between alcohol, substance misuse and mental health.* • *Managers have access to information about alcohol and substance misuse, including how to spot*		There were no additional suggestions for this area.

the signs of misuse and the reasons that people may be reluctant to come forward with related problems. Managers actively promote the use of external help and rehabilitation when approached. • *Worker representatives from various levels of the organisation are involved in the development or review of the policy which addresses alcohol and other substances.*	
The following links / tools / resources / sources of support may be helpful:	• Your workplace health lead