

LSBU Staff Engagement & Wellbeing Strategy

EST 1892 **LSBU**



Introduction

Welcome to the London South Bank University (LSBU) Staff Engagement & Wellbeing Strategy.

At LSBU, we recognise that academic and professional success is intertwined with wellbeing. This strategy is formed following consultation with staff; whether this be via focus groups, online feedback forms or our staff voice mechanisms, such as our staff surveys. The views of staff has been central to the forming of this work. We are committed to our ongoing **collaboration** with you and therefore your feedback and participation in the evaluation processes are vital to this strategy's success.

We believe that an environment that promotes positive wellbeing is fundamental to the success and retention of our staff. We want LSBU to have a culture where all staff should feel **psychologically safe, welcomed, included, and respected** and have **dignity at work**. Our ambition is that staff will want to actively participate in LSBU's transformative mission.

We want to create a culture where this can be sustained as we change and improve to provide the best services possible. This is a holistic approach to the employee experience, ensuring that staff can thrive in their time with us, attracting high quality talent, retaining institutional knowledge and are connecting with our purpose as we achieve objectives set out in the LSBU Group Strategy.

This strategy is informed by the University Mental Health Charter, reflecting LSBU's dedication to a whole-university approach to mental health. This means that you will have access to a range of support when you need it, and initiatives to promote your wellbeing at every step of the employment cycle, from induction to exiting the organisation. Reflecting our Equality, Diversity and Inclusion Strategy, we are proud and celebrate our diversity. We aim for you to truly recognise that you **belong in the LSBU community** and can thrive here. Your success is our success. Let's continue this journey together.



Strategic Pillars



1. Psychological Safety

We want to be leaders in the industry where we feel safe to innovate, shape and create. Creating an environment to be our best self. Therefore, we want to ensure that everyone feels they can speak up when things aren't going well both with their work and their wellbeing. That we create a psychologically safe culture that fosters creativity where staff can solve problems and craft innovative ideas to better student outcomes and experience.

To achieve this, LSBU will:

- 1.1 Create two-way voice mechanisms, such as engagement forums, with themes being fed back with identified action points which are communicated through all channels so that staff know that when they speak, they are valued and heard.
- 1.2 Ensuring that processes around staff safeguarding are clearly communicated, noting that managers know how to refer staff when there are concerns but also how to signpost to relevant services when that concern is low.

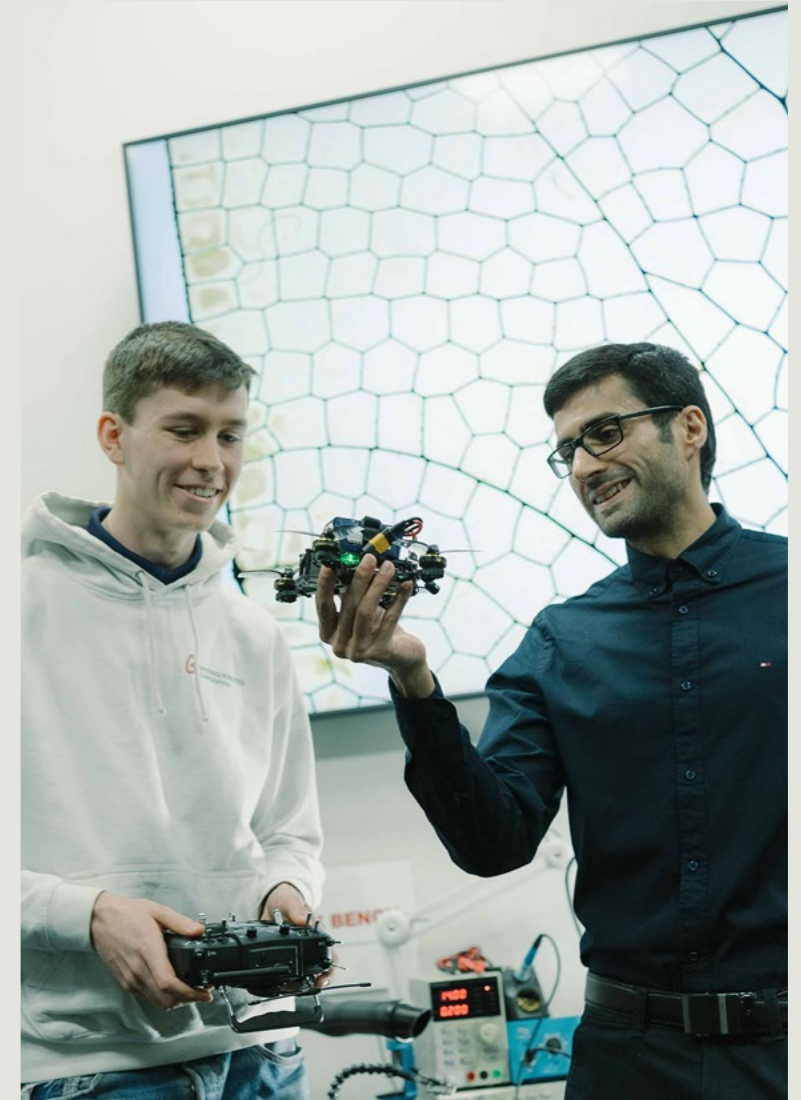
- 1.3 Equipping managers and leaders through local voice mechanisms to ensure consistency of approach, to know that staff can express views and concerns at all levels of the organisation.
- 1.4 Instigating a staff feedback group with representatives from each area of university life. The purpose of this panel is to feedback any local concerns and to soundboard pieces of work.
- 1.5 Map training needs across the organisation to ensure that all staff feel adequately trained to signpost wellbeing needs of staff and students effectively.
- 1.6 Helping to normalise conversations around stress to encourage staff members to speak up when they are not ok through the development of the existing Mental Health First Aider programme. Aiming to have at least one Mental Health First Aider in each Academic School or Professional Services Group (PSG) department.

2. Changing and Improving

We recognise there will be significant changes over the next couple of years, and that change has not always been managed well at LSBU. Therefore, we aspire to adapt and evolve to make sure we are innovative and forward-thinking in our approach. Therefore, we need to be agile, using the best of industry and sector knowledge to adapt our ways of working. We want to ensure that we are reflective across the group and can make changes where possible to ensure we are consistently pursuing excellence and professionalism in everything we do.

To achieve this, LSBU will:

- 2.1 Create an interactive 'change hub' to support managers and leaders in change management, both small and big.
- 2.2 Create a change heat map to acknowledge the organisational impact of change on resourcing.
- 2.3 Develop a new leadership development programme to support capability and culture-building.
- 2.4 Develop our management training to ensure managers are equipped with the skills they need to own, navigate and embed change in their local area where required.
- 2.5 Develop a 'change commitment' from LSBU to highlight the values we want to convey when going through change and how we will implement this. This includes exploring and learning lessons from previous change processes to ensure we are developing as much as possible.





3. Belonging to the LSBU Community

Creating a sense belonging can lead to a 56% increase in job performance and 50% reduction in turnover risk according to [research](#). Therefore, creating a space where staff members feel they belong is key to achieving our strategy – this can be through on-site community creation and removing barriers to belonging to diverse groups.

To achieve this, LSBU will:

- 3.1 Launch a 'moments that matter' campaign to help staff feel they belong to a community. This includes the launch of Staff Interest Groups and team challenges across each of our campuses.
- 3.2 Craft a menu of team interventions e.g. teambuilding days or team charter sessions to empower managers to create a sense of belonging within their teams.
- 3.3 Increase the visibility of the Executive members through events like Executive engagement events and induction
- 3.4 Strengthen our work with staff networks to ensure that voices from underrepresented groups are taken into consideration when making decisions.
- 3.5 Embed policies that help to remove barriers to belonging i.e. the Reasonable Adjustments Policy and Menopause Policy, reviewing these and making reasonable adjustments where necessary.

4. Working with a Shared Purpose

Creating a culture where staff can find purpose in their work impacts on staff well-being and decreases turnover. Creating space where staff feel they have purpose in their work and know how their work is relating to both the Group vision, LSBU values and behavioural framework is key to recognising we are also part of the story of social transformation.

To achieve this, LSBU will:

- 4.1 Working to embed the Behavioural Framework, through bitesize sessions for team meetings and team days and through the Personal Development Reviews (PDR) framework.
- 4.2 Reporting 'we said, we did' to know how staff voice has an impact on our culture and actions as a result of staff surveys
- 4.3 Creating 'working better to bring our best' guidelines. These will include working practices and expectations that impact on wellbeing and workload i.e. 50 minute meetings, no emails to be sent after 6pm or before 7.30am, meeting guidance to ensure the right people are attending meetings, expectations around who should be CC'd into emails.
- 4.4 Creating opportunities in the employee lifecycle for reflection through impactful learning and development, good 1-2-1s and mindful PDRs.
- 4.5 Equipping managers and leaders to consider regular job crafting reflection opportunities with their staff to as an opportunity to refocus on purpose.





5. Dynamic Collaboration

At LSBU we have a strong thread of collaboration, for example, partnering with industry and students. Similarly, we want to create partnerships that enhance staff wellbeing and engagement. This may be internally, for example, working alongside students studying Professional Services Group disciplines, through professional and research-informed teaching or partnering with LSBU Active to promote physical wellbeing. Or it may be externally, through data-driven partnerships with external organisations that help us to improve our practice.

To achieve this, LSBU will:

- 5.1 Highlighting areas of collaboration between academic research and organisational need to come up with innovative solutions.
- 5.2 Creating internal work shadowing opportunities and employment opportunities for students where appropriate
- 5.3 Crafting partnerships with local organisations to ensure staff have routes to get the support they need.
- 5.4 Setting up role-based communities of practice to ensure that throughout the LSBU Community, staff are working together to innovate and share best practice.
- 5.5 Collaborating with different teams to ensure that we have a 'whole University approach' to wellbeing.