**Purpose**

As Covid-19 lockdown restrictions ease, we are planning for more services and activities to return to campus. The purpose of this guidance is to support managers transition staff back to campus safely. Managers play a key role in enabling the safe return of staff to campus, including supporting the psychological transition that may be needed.

This guidance should be read in conjunction with the [Covid-19 Return to Campus Health & Safety Guidance](https://staff.napier.ac.uk/services/governance-compliance/healthandsafety/Pages/HealthSafety.aspx)

**We ask that you complete the Return to Campus Life Manager Checklist (*see appendix 1*) when you have staff returning to campus. You can discuss all the practical information as a team, and this will ensure that everyone has all the necessary information to return safely. It is also important that you have a 1:1 conversation with each member of your team who are returning to ensure that they receive appropriate individual support.**

**Please record any actions and retain your completed checklist(s)**

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**Key principles for managing the safe return to campus**

* **Government and public health guidance**

We have followed Scottish Government and Public Health Scotland guidance regarding safe practices to protect the University, it’s staff and our students throughout the Covid-19 pandemic. We will continually review this position and respond to any changes to this guidance accordingly.

* **Health and safety legislation**

We have put in place health and safety measures to ensure the workplace is safe and to minimise any risk to staff, students, and visitors to the University. Managers are responsible for ensuring that their team members are aware of the new arrangements. Everyone has a duty to protect their own health and safety, as well as that of their colleagues. It is essential that all staff follow the health and safety guidance that is issued and displayed throughout the University buildings.

To ensure a safe workplace, we will continue to ensure that appropriate risk assessments (in line with Health & Safety Executive (HSE) guidelines) are in place to facilitate the safe return of staff, students, and visitors onto campus. We must all be vigilant, and any concerns of poor health and safety practice should be raised with management so that they can be resolved with support from the HR, or Health and Safety teams, as required.

* **Health and wellbeing**

We are committed to placing health and wellbeing at the heart of the experience of working at the University and our decision making during the pandemic, ensuring that everyone can work in a supportive environment when they return to campus.

We appreciate that the transition back to campus will affect colleagues differently and we will seek to identify suitable support and take reasonable steps to help people continue to fulfil their role.

* **Planned transition**

The Return to Campus Life Working Group will oversee a planned and staggered transition of staff back to campus based on student/staff service requirements, whilst considering health and safety guidance, capacity issues and individual circumstances.

* **Communication**

We are committed to communicating regularly with staff, students, and our trade union representatives on health and safety issues and our plans for safely transitioning staff and students back to campus. Staff are encouraged to raise any concerns that they have, or any suggestions which may not have been considered previously.

**Preparing for the safe return to campus**

You play a key role in facilitating the safe return of staff to campus and establishing a culture of support for any colleagues who are anxious about returning.

It is important to achieve the right balance for team conversations as it is likely that there will be different perspectives about a whole range of matters from concerns relating to safety, to views about future models of working, to whether we are doing enough to make the campuses safe and supporting staff.

As early as possible, share your plans and proposed timescales for returning to campus with your team and talk about practical matters with them before they are finalised. Involving staff in the return-to-work process will help them to understand the new working arrangements that will be in place.

Completing the Return to Campus Life Manager Checklist (appendix 1) will ensure that you adhere to all health and safety requirements and provide staff with relevant information and support before they return.

**Managing the psychological transition back to campus**

Protecting the physical wellbeing of staff has been a key factor for the University throughout the pandemic, with risk assessments and subsequent control measures being put into place to protect staff physically. However, the presence and impact of psychological factors can be more difficult to gauge.

As lockdown restrictions ease, and in some cases are temporarily re-introduced, people will experience many different emotional responses, whether they are returning to campus after a period of furlough or remote working or continuing to work in the same setting as they did during lockdown.

Each employee will have their own specific concerns regarding their work or personal experience. Feeling worried, concerned, or anxious is understandable in a situation that is changing and uncertain. Whether suffering from a known mental health condition, or feeling anxious from a non-medical perspective, everyone will need to make a psychological transition of some degree when returning to campus.

It is important to remind your team that the campus is safe, and we are managing the return process carefully. A huge amount of work has already taken place to ensure that appropriate arrangements are in place to keep people safe when they return to campus.

You should conduct a supportive return to campus wellbeing conversation with each member of your team who is returning to work on campus to establish how they are feeling about returning and if any additional support measures are required to help them return (see appendix 3 for examples of measures).

* **Appendix 2** contains advice about holding a wellbeing conversation.

**Common concerns and feelings**

There are a wide range of risk factors which will influence how people are feeling about returning to campus including vulnerabilities within the family, change in job role, threat of redundancy, social networks, and experience of loss, bereavement, and illness.

Feelings are likely to be significantly affected by factors that increase the risks and challenges posted by Covid-19, for example being in a higher risk group for Covid-19 due to an underlying health condition or being from a BAME (Black, Asian, and Minority Ethnic) background.

* **Appendix 3** contains examples of common concerns about returning and potential solutions

**What can you do to help alleviate concerns?**

* Understand that everyone’s situation is different and acknowledge specific challenges that people may have. Colleagues will have had different experiences during the pandemic depending upon their role and personal circumstances and will have differing expectations about returning to work on campus.
* Encourage open and honest dialogue so that people feel able to share concerns that they may have. You can then work together to identify appropriate supportive measures or solutions to address any concerns. Using a [Wellness Action Plan](https://staff.napier.ac.uk/services/hr/workingattheUniversity/healthandwellbeing/Documents/Wellness%20Action%20Plan.docx) can help to open up dialogue about mental health with staff.
* Proactively managing factors which are known to be underlying causes of stress, e.g., change, clarity of role, support, demand, control, and relationships is important. Using a [Stress Risk Assessment](https://staff.napier.ac.uk/services/hr/workingattheUniversity/healthandwellbeing/Documents/Stress%20Risk%20Assessment.docx) can help to identify potential sources of stress and appropriate actions that will mitigate/reduce their impact.
* Clearly explain the physical changes that have been made to make the campuses safe and limit risk of exposure. The [Covid-19 Return to Campus Health & Safety Guidance](https://staff.napier.ac.uk/services/governance-compliance/healthandsafety/Pages/HealthSafety.aspx) is available for all staff to access and you should share any relevant local risk assessments with your team as well. You should invite feedback so that people can influence further changes and solutions. Measures that have been taken include:
  + Procedures have been put in place in relation to social distancing, wearing face coverings and hygiene practices.
  + Protective equipment that is needed for certain areas of activities has been provided.
  + Hand sanitisers are available throughout each campus and at entrance and exit points.
  + Signage has been put in place throughout the campus buildings.
* Providing the opportunity for a short visit/tour to the campus before staff are expected to return will allow them to see the measures that have been put in place to ensure their safety. This could be an important step in supporting some staff return to campus.
* Where possible, be flexible in meeting individual needs or finding solutions to address concerns. Consider reasonable steps that could be taken to support people adapt to new working practices or changes to processes or systems. For example, agreeing a phased return may help to support a return to campus on a gradual basis, temporarily adjusting working hours to avoid peak travel times on public transport, adjusting work priorities or addressing any training needs or knowledge gaps, particularly for staff who have been furloughed for a long period.
* You and your team have access to many support options provided by the University and via external partners. Regularly checking in with people provides an opportunity for signposting to support services as appropriate.
* If a member of your team still feels unable to return to work on campus, contact the HR team for advice. It may be appropriate to seek to refer the staff member to Occupational Health to receive further support.

**Mental health and wellbeing resources**

The pandemic, social restrictions, uncertainty, bereavement, and home schooling have all had an impact on the mental health of staff. We recognise that managers may have to undertake a variety of difficult conversations linked to personal and health matters and will be required to support staff who may be struggling with being asked to return to campus.

The University offers a range of tools to assist managers have these conversations and works with external partners to support staff in this area.

* [Mental Health and Wellbeing intranet page](https://staff.napier.ac.uk/services/hr/workingattheUniversity/healthandwellbeing/Pages/MentalHealthandWellbeing.aspx) - contains all resources
* [Mental Health and Wellbeing in the Workplace - Guidance for Managers](https://staff.napier.ac.uk/services/hr/workingattheUniversity/healthandwellbeing/Documents/Mental%20Health%20and%20Wellbeing%20in%20the%20Workplace%20-%20Guidance%20for%20Managers.pdf) – aims to raise awareness and help managers recognise signs of more common mental health problems
* [Bereavement guidance for managers](https://staff.napier.ac.uk/services/hr/HRDocuments/Documents/Bereavement%20Guidance%20for%20Managers.docx) - guidance for managers to support a colleague who has suffered a bereavement

In addition to the above, you may also wish to signpost other support options to staff:

* + [Staff Inclusion Networks](https://staff.napier.ac.uk/services/hr/workingattheUniversity/inclusion/Pages/Staff-Networks.aspx) (Armed Forces, BAMEish, Carers, LGBT+, Women’s network)
  + [Mental Health Champion Network](https://staff.napier.ac.uk/services/hr/workingattheUniversity/healthandwellbeing/Pages/Mental-Health-Champion-Network.aspx) – a network of staff who have completed the Scottish Mental Health First Aid (SMHFA) course and have volunteered to become a Mental Health Champion. These people are a point of contact for an employee who is experiencing a mental health issue or emotional distress, help the person to get appropriate help, and provide early intervention for someone who may be developing a mental health issue.

**Providing ongoing support**

* **Provide regular updates** – facilitating regular dialogue about the changes to working practices will help to reduce uncertainty, concerns and ambiguity and help you understand how to implement supportive measures. Keep colleagues regularly informed about steps being taken to keep the campuses safe. It is better to repeat and re-present information when anxiety is heightened.
* **Check-in regularly** – even if a member of staff appears to be coping, ask them how they are and whether they need additional support. Look for clues that people are just ‘bearing up’, even though that they say that everything is okay. You should check-in with your team members on a weekly basis or agree an appropriate frequency with them.
* **Help to find solutions** – where possible, be flexible in meeting individual needs (to help and support the staff member ease back to the workplace) or finding alternative solutions. Additional training, resources or mentoring may be necessary to support people adapt to new ways of working.
* **Be alert for signs of stress** – knowing your team will help you spot changes in behaviour, such as changes in performance, irritability, lack of attention, social withdrawal, or uncharacteristic behaviour. If you notice these signs, ask the employee how they are and give them time and space to tell you. [Mental Health & Wellbeing in the Workplace - Guidance for Managers](https://staff.napier.ac.uk/services/hr/workingattheUniversity/healthandwellbeing/Documents/Mental%20Health%20and%20Wellbeing%20in%20the%20Workplace%20-%20Guidance%20for%20Managers.pdf) provides further advice and guidance in this area.
* **Maintain regular reviews** – lockdown restrictions and personal circumstances are subject to change so maintaining regular reviews will help you to understand individual needs and ensure that people are coping and adapting to new ways of working.
* **Show appreciation –** remind colleagues of the valuable contribution they make to your team.

**Supporting different staff groups**

**Staff who fall within a higher risk group**

The current government position is that shielding is no longer required unless we go into level 4 again.

We recognise that some staff may be more anxious about returning to work if they are at higher risk from Covid-19. These staff, if not required to return to campus, should continue to work from home where this is possible. However, if a member of staff cannot work from home or their role is required on campus for teaching purposes or to provide a campus service to students and/or staff, the staff member will be required to return to campus for some or all their working week. It is important to assess those staff who fall within the groups more vulnerable to the effects of Covid-19 when planning for their return to campus.

Vulnerable groups are those at higher risk of severe illness from Covid-19 and those at extremely high risk of severe illness from Covid-19. Further information on these groups is available from [NHS Scotland](https://www.nhsinform.scot/illnesses-and-conditions/infections-and-poisoning/coronavirus-covid-19/coronavirus-covid-19-general-advice). It is the responsibility of staff to inform you that they do, or may, fall within a vulnerable group. They are not required to disclose medical information but should indicate if they are in a more vulnerable group so that appropriate consideration can be given to any suitable and reasonable adjustments that are necessary to protect their health.

If you become aware that a member of your team falls within the vulnerable category, you should follow these steps, with support from HR, to support the assessment of risk and inform decisions about any additional measures that should be put in place.

* Assure them that that the campus is safe, and that measures have been put place to reduce the risk of transmitting Covid-19. The [Covid-19 Return to Campus Health & Safety Guidance](https://staff.napier.ac.uk/services/governance-compliance/healthandsafety/Pages/HealthSafety.aspx) explains all of the measures that are in place across the campuses.
* Ask them to seek advice from their GP/clinician about any additional measures which may need to be implemented to protect their health and enable them to safely return to the workplace.
* Ask them to complete a [COVID-19 Individual Health Risk Assessment](https://staff.napier.ac.uk/PolicyAdministration/HomePageAdmin/Documents/COVID-19%20Individual%20Risk%20Assessment%20Form%20June%202021.pdf)
* You should discuss the form with them, along with any advice that they have received from their GP/clinician about any specific measures and/or adjustments which need to be considered to enable their return to work on campus.
* You should make them aware of any department/role-based risk assessments and the actions and recommendations that have been implemented because of this, as part of your discussion.
* If they are unable to discuss their concerns with you, or you and/or the member of staff requires additional advice regarding their vulnerability and health, you should seek advice from Occupational Health (OH) via the HR team.
* Confirm any agreed measures and/or adjustments that will be put in place to support their return.
* If any required adjustments are implemented, the staff member should return to work on campus.
* It may not be possible or appropriate to implement all suggested adjustments, however it may still be reasonable to expect the member of staff to return to work on campus if they are unable to work from home or are required to provide an on-campus service.
* You should keep the situation under regular review.

**Recording vulnerable group status**

Staff who have identified themselves as someone who is at higher risk from Covid-19 should have their vulnerable group status recorded on HR Connect under personal details. You can access this via personal details in the manager dashboard and it is noted in the additional fields section or alternatively the HR Services Team can provide this information on request. The HR Services team can amend vulnerable group status if a condition is no longer under the vulnerable group high-risk category.

**What else can be done to remove or lessen the risk?**

The Health and Safety team can advise on any other local reasonable adjustments in addition to the overarching University risk assessment and local school/department risk assessments. The actual measures will be dependent upon individual circumstances and specific GP advice; however, the following types of adjustments may be considered.

* Changes to tasks, duties, or other ways of working
* Amended working hours or patterns
* Working from an alternative campus

Further advice may be sought from the [HR Team](mailto:humanresources@napier.ac.uk) and Occupational Health, if necessary.

**Staff who live with someone who is in a vulnerable group**

We recognise that some staff may be more concerned about returning to work if they live with someone who is at higher risk from Covid-19. If the staff member cannot work from home or their role is required on campus, they will be expected to attend work. However, you should discuss any concerns with them and revisit the [Covid-19 Return to Campus Health & Safety Guidance](https://staff.napier.ac.uk/services/governance-compliance/healthandsafety/Pages/HealthSafety.aspx) and discuss any relevant local risk assessment and working practices for their area to ascertain whether it offers sufficient reassurance for them.

You should consider any additional specific measures and/or adjustments, advised by the vulnerable person’s GP, where it is reasonable and appropriate to do so. If considered necessary, an individual risk assessment may be required to minimise their risk of potential infection (by maximising their social distancing), such as changes to tasks, duties, ways of working or work patterns.

**Staff with caring responsibilities**

Now that schools and nurseries have fully reopened, most staff have been able to return to their normal contracted hours. We recognise that there may continue to be exceptions and that childcare arrangements may become temporarily unavailable, or children may have to self-isolate at home, and staff will require additional flexibility for this period. If it is an emergency situation, the most appropriate leave provision is [Dependents Leave](https://staff.napier.ac.uk/services/hr/Documents/Policies/TimeOffForDependants%20August%202015.doc) to enable the employee to make alternative childcare arrangements, where this is feasible.

If any of your team who have caring responsibilities express concerns, you should discuss these and establish if there are any limitations, such as unplanned caring responsibilities which might limit their capacity for work. If appropriate, you should discuss potential alternatives which may include different working patterns, days of work, hours, or a potential amendment of duties to another role or whether some aspects of the role could be re-prioritised.

If they still have concerns, you can remind them of other options that may help such as taking a period of annual leave, or weekly set days of annual leave, requesting a period of unpaid leave from one week to 12 months or temporarily reducing their working hours for a period up to 12 months.

**Staff not required on campus, but who wish to return**

We appreciate that there may be some staff who are not required on campus but who wish to return due to circumstances relating to wellbeing or personal household conditions and whereby a partial or full return to campus may be considered. If this applies to a member of your team you should discuss their circumstances with them, and your Dean/Director would be required to approve their return to campus.

**Covid-19 – Symptoms, self-isolating and vaccinations**

The normal [Attendance Management Policy](https://staff.napier.ac.uk/services/hr/HRDocuments/Pages/Policy%20A-Z.aspx) should be followed if a member of staff is unable to attend work due to sickness absence.

**Covid-19 Symptoms**

It is essential that if a member of staff, or someone they live with, or someone they have been in contact with develops Covid-19 symptoms, they must not attend work and should self-isolate in accordance with current [Government's guidance](https://www.gov.scot/publications/coronavirus-covid-19-test-and-protect/pages/who-needs-to-self-isolate/).

If a member of staff becomes unwell with Covid-19 symptoms at work, you should follow the steps below:

* They should leave work to self‑isolate straight away, wear a face covering and avoid public transport.
* They should book a PCR test. Details of the process, how to book a test, and where the testing sites are situated can be accessed [here](https://www.gov.scot/publications/coronavirus-covid-19-getting-tested/pages/covid-symptoms/)
* If the test result is positive, please ask them to forward a copy of the result to the [HR Services Team](mailto:humanresources@napier.ac.uk) and you should open their absence on HR Connect in the usual way.
* Notify the HR Services Team and the Health & Safety Team of the positive test result.
* They should follow [NHS guidance](https://www.nhsinform.scot/illnesses-and-conditions/infections-and-poisoning/coronavirus-covid-19/test-and-protect/coronavirus-covid-19-guidance-for-households-with-possible-coronavirus-infection) and stay at home until it is safe to return to work. They should not come back to work before their period of isolation is complete.
* Maintain contact with the staff member and ensure that they have arrangements in place for picking up food, medicine, or other essentials.
* When they return to work, they should close their absence on HR Connect in the normal way. It is reasonable to expect staff to work from home if they can and are not unwell.

**Colleague needs to self-isolate**

In line with government guidance, there are three scenarios in which a member of staff must self-isolate:

* They have symptoms of Covid-19.
* They have been informed by an NHS contact tracer that they have been in close contact with someone who has tested positive for Covid-19.
* They live with a person who has symptoms or who has tested positive.

They need to self-isolate straight away and you should support them to do this. Further information is available [here](https://www.gov.scot/publications/coronavirus-covid-19-test-and-protect/pages/who-needs-to-self-isolate/#Who%20needs%20to%20self-isolate) about self-isolating.

* If they are a partially or non-vaccinated adult who has been identified as a close contact, they will be required to self-isolate for 10 days, regardless of whether they have symptoms. This is because they can take that long to develop, and they can pass the virus on even if they don’t have symptoms. If they develop symptoms they should book a PCT test - details of the process can be accessed [here](https://www.gov.scot/publications/coronavirus-covid-19-getting-tested/pages/covid-symptoms/).
* If they are a fully vaccinated adult or medically unable to be vaccinated and are identified as a close contact, they should get a PCR test as soon as possible. Provided they return a negative PCR test result and remain asymptomatic, they may end their self-isolation period as a close contact and can return to work. If they return a positive test, they will need to isolate for 10 days.
* If they have Covid-19 symptoms, they should book a PCR test as soon as possible and if they return a positive test, they will need to isolate for 10 days. Please ask them to forward a copy of the test results to the HR Services team.
* You should also notify the Health & Safety team of the positive test result.
* Even if they have had a negative result, they should still apply caution. If everyone with symptoms who was tested in their household receive a negative result, they can return to work if their work cannot be done from home, providing they are well enough, and have not had a fever for 48 hours.
* If the employee was expected to work wholly or partly on campus during their isolation period, they should request an isolation note through [NHS Inform - Isolation note](https://111.nhs.uk/isolation-note) and send this to the HR team.

**Recording and reporting Covid-19-related absence**

It is important that the University can monitor and report all Covid-19 related absence and identify and risk assess any staff groups or location affected and take any appropriate action.

If a member of your team is unable to work due to testing positive for Covid-19 and/or having to self-isolate, you should record their absence in the normal way on HR Connect using the appropriate Covid-19 absence reason. Please refer to the [Guidance for recording Covid-19 absences on HR Connect](https://staff.napier.ac.uk/services/hr/Documents/COVID%20HR%20Guidance%20Docs/COVID%2019%20SICKNESS%20ABSENCE%20REPORTING.pdf) for further information.

Please note in line with the advice that people with symptoms should avoid going to their GP, the University has waived the requirement to obtain a fit note for sickness absence due to Covid-19. However, please ask the member of staff to forward a copy of their test results to the HR team at [humanrsources@napier.ac.uk](mailto:humanrsources@napier.ac.uk).

**Covid-19 vaccinations**

Members of staff are expected to notifiy you if their vaccination appointment falls during their normal working hours and they will receive paid time off to attend the appointment.

If they suffer side effects following their vaccination and are unable to attend work, they should inform you in the normal way when they report a sickness absence and you should use the *“Covid-19 – Vaccine reaction”* absence reason when you record their absence on HR Connect.

**Accidents, Security and Other Incidents during Covid-19**

In an emergency, for example, an accident or fire, people do not have to stay socially distancing apart if it would be unsafe. People involved in the provision of assistance to others should pay particular attention to sanitation measures immediately afterwards including washing hands. Until further notice, all accidents, near misses and hazardous incidents should be reported by completing [this form](https://edinburghnapieruniversity.newsweaver.com/4irwbtgywc/qulip15ewq81jrkwpx5g6e/external?email=true&a=5&p=2712319&t=112125) and emailing it to the [Health & Safety Team](mailto:health&safetyoffice@napier.ac.uk). You’ll find more information on reporting accidents [here](https://edinburghnapieruniversity.newsweaver.com/4irwbtgywc/17iqsa98g0k1jrkwpx5g6e/external?email=true&a=5&p=2712319&t=112125).

**Appendix 1 – Return to Campus Life – Manager Checklist**

|  |  |  |
| --- | --- | --- |
| **1** | **Support for you** | **√** |
| a | Please read [[**Return to Campus Life - Guidance for Managers**](https://staff.napier.ac.uk/PolicyAdministration/HomePageAdmin/Documents/Return%20to%20Campus%20Life%20-%20Guidance%20for%20Managers%20June%202021.pdf)](https://staff.napier.ac.uk/PolicyAdministration/HomePageAdmin/Documents/Return%20to%20Campus%20Life%20-%20Guidance%20for%20Managers%20June%202021.pdf) |  |
| b | Please complete the mandatory [Return to Campus H&S Guidance (Staff) training course](https://edinburghnapieruniversity.newsweaver.com/4irwbtgywc/bs0jpwwb4lc1tteebgfu1p/external?email=true&a=5&p=1923336&t=112125) |  |
| c | You are invited to join a 1-hour **RCL – Manager briefing session** (booking via HR Connect) |  |
| d | Please review the latest information - [Return to Campus Life webpage](https://staff.napier.ac.uk/services/hr/workingattheUniversity/healthandwellbeing/Pages/Campus-Life.aspx) and [H&S website](https://staff.napier.ac.uk/has) |  |
| **2** | **Preparing for the safe return to campus** | **√** |
| a | Agree with your manager the work activities required to be carried out on campus, the roles that should return and when, and the workspace that is required. |  |
| b | Establish who will return. If you only require some of the team, you should apply a fair process to identify who will return. A rota may be appropriate. |  |
| c | Identify any staff who fall into a vulnerable group. Review the **Supporting Vulnerable Groups** section of **Returning to Campus Life – Guidance for Managers** |  |
| **3** | **Health and Safety requirements** | **√** |
| a | Consider multi occupancy office capacities (provided by H&S) to ensure that social distancing can be maintained – how many people can be present at any one time and how will work areas be configured. See [Managing Multiple Occupancy Offices](https://staff.napier.ac.uk/services/governance-compliance/healthandsafety/guidance/Documents/multiple%20occupancy%20office%20management%20v2.1%202021-08-04.pdf) |  |
| b | Prepare the workplace in line with health and safety guidance and any local risk assessments ensuring that any additional equipment or control measures are in place prior to any staff returning. Contact the [Health & Safety Team](mailto:safetyoffice@napier.ac.uk) if you have any questions or concerns. |  |
| c | Identify any tasks that require people to work closer than social distancing requirements.   * Is the task required to be done? If so, do they need to work this close? * Is an alternative, safer way to work achievable? * Can you reduce the contact working time? Can they work back-to-back?   If not, can Personal Protective Equipment be used as a last resort? |  |
| d | Review any Personal Emergency Evacuations Plans (PEEP) to ensure they reflect changes. Contact the Health & Safety team for advice. |  |
| **4** | **Mandatory training and important documentation for all staff returning** | **√** |
| a | It is very important for you to ensure all your team members who are returning to the workplace (or a full or partial basis) complete the mandatory [Return to Campus Health & Safety Guidance (Staff) training course](https://edinburghnapieruniversity.newsweaver.com/4irwbtgywc/bs0jpwwb4lc1tteebgfu1p/external?email=true&a=5&p=1923336&t=112125) before they return, even if they have completed this course previously. |  |
| b | Please ensure that staff know that the [Return to Campus Life](https://staff.napier.ac.uk/services/hr/workingattheUniversity/healthandwellbeing/Pages/Campus-Life.aspx) and [Health & Safety](https://staff.napier.ac.uk/has) webpages contain important information and that they read the [Covid-19 Return to Campus Health & Safety Guidance](https://staff.napier.ac.uk/services/governance-compliance/healthandsafety/Pages/HealthSafety.aspx) before returning. |  |
| **5** | **1:1 support for each team member** | **√** |
| a | Share your plans and proposed timescales for returning to campus with your team members before they are finalised, invite feedback and ensure ongoing dialogue. |  |
| b | **Supportive return to campus wellbeing conversation** – have a 1:1 conversation with each member of your team who is returning to work on campus to establish how they are feeling about returning. Encourage people to share any concerns so that together you can identify any additional appropriate measures or solutions to put in place. The [Return to Campus Life - Guidance for Managers](https://staff.napier.ac.uk/PolicyAdministration/HomePageAdmin/Documents/Return%20to%20Campus%20Life%20-%20Guidance%20for%20Managers%20June%202021.pdf) contains tips for conducting these conversations (*see appendix 3*).   * Contact the [HR Team](mailto:humanresources@napier.ac.uk) if a permanent change to working hours is required, or if you need advice about offering alternative duties to a member of staff. * Signpost staff to [Health and Wellbeing resources](https://staff.napier.ac.uk/services/hr/workingattheUniversity/healthandwellbeing/Pages/MentalHealthandWellbeing.aspx) as appropriate and encourage your team to participate in the University wellbeing initiatives.   **Occupational Health** - contact the HR team if a member of your team still feels unable to return to campus. It may be appropriate to seek a referral to OH for further support.  **Ongoing wellbeing conversations** – ensure that you check in with staff regularly, ask them how they are and encourage them to raise any concerns so that appropriate support can be provided. |  |
| c | **Campus tour** – when each staff member returns to campus, a short visit/tour of the relevant areas of the campus must be carried out with a colleague before starting work to allow staff to see the measures that have been put in place to ensure their safety. Any changes that have been made to local workplace/labs/office layout or provision of equipment should be discussed and staff should be made aware that office windows/doors (where possible) should be kept open. |  |
| d | **Travel** – discuss how staff are intending to travel to and from work. Transport Scotland have produced [guidance](https://www.transport.gov.scot/coronavirus-covid-19/transport-transition-plan/advice-on-how-to-travel-safely/) on travelling safely on public transport. If staff are concerned about travelling on public transport you may be able to provide flexibility around working hours/patterns to enable them to travel outside peak periods during this temporary period. |  |
| e | **High risk groups** – if any of your team fall within a high risk group you should ask them to seek advice from their GP/clinician about additional measures which may need to be implemented to ensure their safe return and they should complete the [COVID-19 Individual Health Risk Assessment](https://staff.napier.ac.uk/PolicyAdministration/HomePageAdmin/Documents/COVID-19%20Individual%20Risk%20Assessment%20Form%20June%202021.pdf) which you should discuss together. |  |
| **6** | **Practical information to discuss with all staff returning** | **√** |
| a | **Asymptomatic testing** – ensure that staff are aware that they can arrange for regular lateral flow tests when coming onto campus. They can either collect lateral flow tests from NHS collection sites or order them from NHS online. Testing FAQ’s are available [here](https://staff.napier.ac.uk/PolicyAdministration/HomePageAdmin/Documents/Asymptomatic%20testing%20-%20colleague%20FAQs%20as%20at%20130421.pdf) |  |
| b | **Work practices** – if it is necessary to make any temporary changes to normal working arrangements to maintain safe working practices and social distancing as part of the risk assessment process, e.g., working some time on campus and some time at home or working different patterns in multiple occupancy offices, you should discuss these changes with staff. |  |
| c | **Car parking** - remind staff that car parking is currently free in all University car parks. Temporary permits are required to park at Merchiston (via [car.parking@napier.ac.uk](mailto:car.parking@napier.ac.uk)) |  |
| d | **Visitors to campus –** ensure staff are aware that there is process for bringing visitors onto campus and that they must notify the H&S team in advance. Visitors guidance is available [here](https://staff.napier.ac.uk/services/governance-compliance/healthandsafety/guidance/Documents/Visitors%20to%20campus%20v2.0%202021-08-02.pdf) |  |
| e | **Office/IT equipment** – if staff continue to have a requirement for equipment at home they should keep hold of what they have already taken from the campus and then order what they require for use at the office [here](https://staff.napier.ac.uk/services/cit/Pages/IT-Procurement.aspx) For smaller items, e.g. headsets, these are portable, so should be transported. |  |

**Appendix 2 – Conducting an effective wellbeing conversation**

Wellbeing conversations are intended to be regular, supportive, coaching-style one to one conversations that focus on the wellbeing of an individual with the overall aim of creating a culture where people feel valued, heard, and respected. They provide space for staff to explore their wellbeing and focus on what is important to them. The provide an opportunity for managers to ask questions, show they care, actively listen, withhold judgement, and then establish what support may be appropriate and signpost accordingly.

These conversations should consider the whole wellbeing of a colleague, such as physical; mental; emotional; social; safety and lifestyle.

They help to identify areas where colleagues may need additional support and signpost them appropriately and ensure the wellbeing is monitored. Where necessary, a Wellness Action Plan (WAP) can be put in place to help managers and colleagues continue to have supportive conversations.

**When to have a wellbeing conversation**

Health and wellbeing should be regularly discussed by managers and specific wellbeing conversations can be incorporated into normal 1:1’s or may be implemented as a standalone conversation. Ideally, they should form part of regular 1:1’s to allow them to become normal practice with both parties feeling comfortable having them. In this context, you should have a wellbeing conversation with employees who are transitioning from home working to returning to work on campus.

It is important to remember that you are not expected to provide counselling support, your role is to hold a conversation, actively listen, be compassionate and if appropriate, signpost to the most appropriate support, whether this is through HR, Health and Safety or Wellbeing resources.

**Preparing for the conversation**

* You should reflect on any personal considerations that may be relevant, for example if a colleague has recently experienced a bereavement, you could consider the relevant support that is available.
* Ensure you have a confidential space to hold the conversation (whether virtual or in person) which can be standalone or incorporated into an existing conversation, such as a regular 1:1.
* Familiarising yourself with the University and external support options will help you signpost the member of staff to any specific services that may be appropriate for them.

**Approaching the conversation**

Reassure the staff member that this confidential conversation is there to support them. You could start the conversation by simply asking them how they are and how they are feeling about returning to campus. Allow them to reflect and respond. Very often a colleague will reply with *“I’m fine”* and if you don’t think that’s the case you could follow up with a further question like, “*are there any areas that you have concerns about?”.* Be present, actively listen with empathy and allow the conversation to flow.

Ask further open questions if needed, such as *“is there anything that is currently having an impact on your health and wellbeing?”* or *“how can I best support you?”.* Don’t be tempted to rush to a solution or action, find out as much as possible before you get to this stage.If you already have concerns for a member of staff, broach these sensitively. Share your observations carefully and allow time to listen for the response.

If the colleague is not comfortable talking about their health and wellbeing, then you can reassure them that this is okay and ensure that they are aware that you are always open to having a conversation with hem at a future 1:1 or that they are welcome to follow up at a different time or with someone else.

**Wellbeing conversations - Key skills**

One of the most important skills you can adopt when speaking with your team is listening and this is especially important to facilitate an effective and supportive wellbeing conversation. It is important for you to understand the objectives for a productive wellbeing conversation before undertaking one otherwise it can be counterproductive and can possibly make a situation worse.

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| **A positive Health & Wellbeing conversation is** | **A Health & Wellbeing conversation is not;** |
| Caring and compassionate. You use strong listening skills and allow the employee to explore their wellbeing. | A counselling or therapy session. You are not expected to cross the boundaries and should signpost appropriately to University resources and tools. |
| Employee led which means you should give ample opportunity to the employee to focus the conversation where they feel comfortable. This may require a few conversations to allow the employee to feel comfortable sharing information with you. | Judgemental or performance related. You can instigate a wellbeing conversation by saying that you are worried about a change in approach to work, but it should not be used to judge the quality of work. A wellbeing conversation is used to establish if there are health and wellbeing concerns affecting work to help get to the root problem so that support can be provided. |
| Supportive and regular. You should be prepared to signpost to the most appropriate support and to have regular wellbeing conversations. | A formal mental health assessment as these should be carried out by a trained professional. You should access support via the HR team or signpost the employee to the most relevant support. |

**Identifying support**

Ask them what will help to enable them to cope better with the situation. Consider any reasonable steps that could be taken to support their circumstances and try to be flexible in meeting individual needs or where appropriate, in finding reasonable alternative solutions to address concerns. Have an awareness of the University’s wellbeing options, employee assistance programme and access to formal support services such as Occupational Health so that you can identify appropriate support and action signposting.

Work together to agree a plan with actions that the member of staff will take, and that you will take. Follow up with any links to signposting that you discussed and agree how and when you will regroup to review progress. Keep plans flexible so they can change in line with changing needs and maintain regular 1:1s to support this.

[MIND](https://www.mind.org.uk/information-support/coronavirus/managing-feelings-about-lockdown-easing/) have developed materials to help people manage feelings that they may have about lockdown easing and where to get more support.

**Appendix 3 – Common concerns and suggested solutions**

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| **Fear of exposure to Covid-19** | * During the commute to work. * On campus, e.g., lack of care over sanitising, people not maintaining physical distancing, worries about the effectiveness of personal protective equipment (PPE). * Bringing Covid-19 home and infecting loved ones. * Becoming ill, and fear of death as a result, particularly for those at increased risk. |
| * Social distancing and capacity limits on public transport have proved to be effective so far and reminding colleagues of this can be helpful. * Transport Scotland have produced [guidance](https://www.transport.gov.scot/coronavirus-covid-19/transport-transition-plan/advice-on-how-to-travel-safely/) on travelling safely. * Consider any additional actions to support any staff with concerns about travelling on public transport, such as providing flexibility around working hours or patterns, i.e., starting slightly later or leaving slightly earlier so that staff to travel outside of the peak times, or allowing them to finish off work at home where this is possible, during this temporary period. * Share the [University-wide Covid-19 Risk Assessment](https://staff.napier.ac.uk/services/governance-compliance/healthandsafety/guidance/Documents/COVID-19%20return%20to%20work%20risk%20assessment%20v13.0%202021-04-20.pdf) along with any local risk assessments and discuss all of the measures that have been put in place to keep the workplace safe. * Offer the employee the option of a short visit/tour to the campus before they are expected to return so that they can see all the measures that have been put in place to ensure their safety. | |
| **Psychological work-related distress** | * Fear of redundancy or being re-furloughed. * Changes in work role and practices, and concerns about not having the necessary skills for this. * Impact on job performance. * Dealing with changing work patterns/shifts, redeployment, loss of control over work location. * Continuing to feel isolated in an empty office. * Stress because of the effects of the pandemic on existing health conditions and disabilities (e.g., hearing impairment making communication with masks more challenging) * Concerns about childcare and other caring responsibilities in a changing environment. |
| * Using a [Wellness Action Plan](https://staff.napier.ac.uk/services/hr/workingattheUniversity/healthandwellbeing/Documents/Wellness%20Action%20Plan.docx) can help to open up dialogue about mental health. * Using a [Stress Risk Assessment](https://staff.napier.ac.uk/services/hr/workingattheUniversity/healthandwellbeing/Documents/Stress%20Risk%20Assessment.docx) can help to identify potential sources of stress and appropriate actions to mitigate/reduce their impact. * Temporarily adjusting work priorities, tasks or working hours/patterns may help to alleviate these concerns. * Any training needs or knowledge gaps should be addressed. * Regularly checking-in with staff who are back on campus to address any isolation concerns. * Assigning a ‘buddy’ to provide additional informal support. | |
| **Other emotional reactions** | * Concerns related to personal financial pressures, e.g., debts run up because of lockdown. * Resentment and perceptions of unfairness when people are managed or treated differently. * Irritation about colleagues’ varying interpretations of risk and home and on campus. * Frustration/discomfort at having to wear PPE and the effects on job performance. * Concerns regarding protection provided on campus and managers’ interpretation of risk. * Grief due to bereavement or other losses, e.g., teams, colleagues, or roles. * Sadness about returning to the workplace having found pleasure in working from home. * Feeling emotional exhausted or lacking enthusiasm or engagement. * Feeling disempowered and that things are out of control |

* [Workplace Options](https://staff.napier.ac.uk/services/hr/workingattheUniversity/healthandwellbeing/Pages/Employee%20Assistance%20Programme.aspx) – the University’s Employee Assistance Programme provides a free, confidential, and independent resource to help staff balance their work, family, and personal lives.
* [Silvercloud Online Mental Health Support](https://napierstaff.silvercloudhealth.com/signup/) - staff can access free online training to support their mental health and wellbeing.
* [Togetherall](https://togetherall.com/en-gb/) – staff can access free online mental health support (formerly Big White Wall).
* [Able Futures](https://able-futures.co.uk/mental-health-support-for-individuals/) provides confidential mental health support to staff for a nine-month period (free of charge) to help staff manage a mental health condition.
* [Neyber](https://www.neyber.co.uk/) – financial wellbeing provider that helps staff better manage their finances.
* [Bereavement guidance for Managers](https://staff.napier.ac.uk/services/hr/HRDocuments/Documents/Bereavement%20Guidance%20for%20Managers.docx)