



Overall responsibility: Claire Gollin, Group Manager HR

Section 1 - Actions 2017/2018:

Continue to promote effective workload management and prioritisation:			
Action	Who	Timescale	Progress Update – June 2017
Reduce stress and tackle presenteeism: Identification of wellbeing initiatives and learning interventions arising as part of the Health Check initiatives in CFCS and ASCHPP departments, and implementing associated actions	Bev Cordon / Sue Jeffery Senior Business Partners HR Helen Richardson Senior Business Partner Workforce Planning & Organisational Development (WPOD) Departmental Workforce Development lead officers Trade Unions	Ongoing	HR/WPOD Business Partners continue to provide targeted HR support working with departmental workforce leads to deliver actions to deliver the learning and wellbeing priorities identified. Examples: <ul style="list-style-type: none">• HR surgeries in absence “hotspot” areas• Providing a good induction at corporate and departmental level• Improving the quality and effectiveness of EPDR / supervision• Highlighting the range of workforce development support available at corporate and departmental level• Design and commissioning of targeted Team Manager training e.g. “New Ways to Better Outcomes For All”



<p>Facilitate Flexible Working: Improve the mobilisation of the NCC workforce, including the further roll out of mobile devices to improve flexible working and work/life balance</p>	<p>Smarter Working Programme team ICT</p>	<p>Ongoing</p>	<p>Continued rollout of tablet devices/ laptops across NCC to facilitate mobile / home working. Next phase of Smarter Working programme will introduce and engage the workforce in the use of further ICT solutions to facilitate flexible working.</p>
<p>Support NCC managers and individual employees to maintain good mental health through change</p>			
Action	Who	Timescale	Progress Update
<p>Employee engagement and awareness: Building on the Managers Guide to Mental Wellbeing developed jointly in conjunction with the trade unions, tailored guidance developed for all NCC employees to raise awareness of how to support colleagues experiencing mental ill health at work and associated learning materials</p>	<p>Bev Cordon / Helen Richardson Senior Business Partners HR / WPOD Trade Unions Public Health</p>	<p>Ongoing</p>	<p>90 eLearning completions to date.</p>
<p>Promote the Council's Stress Audit tool for managers: Continue to provide an effective stress audit tool and associated action planning process to enable managers to identify and action plan to address any stress issues at local level</p>	<p>Bev Cordon Senior Business Partner HR Occupational Health and Wellbeing team Health and Safety</p>	<p>Ongoing</p>	<p>Review use of the current "Well-Worker" system and research the potential for an improved, more cost effective, system.</p>



	Team		
<p>Develop and embed a Coaching Culture across NCC: Enable all NCC managers to appropriately support employees on an individual basis to realise their full potential and identify creative solutions to moving forward and maximise their skills, knowledge and performance</p>	<p>Helen Richardson – Senior Business Partner WPOD</p> <p>WPOD team</p>	<p>Ongoing</p> <p>December 2016 – ongoing</p> <p>Ongoing</p> <p>April 2017 onward</p>	<p>“Manager as Coach” (MAC) development programme launched for all Team Managers and above as part of Leadership Development Programme.</p> <p>MAC Programme extended to line managers and aspirant managers as part of new Management Development Programme.</p> <p>238 NCC managers completed to date.</p> <p>In-house coaching network of 30 trained and qualified in house coaches launched, individual and team coaching offered linked to development plans.</p> <p>Linked to Employee Development and Performance Review (EPDR)/ Supervision process, 26 coaching completions to date, ongoing monitoring and evaluation.</p> <p>Coaching offer extended to include Team Coaching and direct employee referral.</p>



Continue to raise awareness of mental ill health in the workplace

Action	Who	Timescale	Progress Update
Employee Counselling Service; Continue to enable NCC employees to access counselling through third party provider (Care First) for work related issues through management referral subject to ongoing budget	Bev Cordon Senior Business Partner HR HR Business Partners	Ongoing	Contract with Care First renewed following procurement process March 2017. Regularly promote to employees and managers through HR casework and intranet publicity.
Develop additional learning materials to enable employees to manage stress at work: Develop Mindfulness eLearning package to complement existing support through change and resilience building learning provision	Bev Cordon Senior Business Partner HR Helen Richardson Senior Business Partner WPOD	Ongoing	Proposed launch July 2017

Ongoing promotion of better workplace health / awareness raising:

Action	Who	Timescale	Progress Update
Access to healthcare provision: Further promotion of "Westfield Healthcare Scheme" (a staff health cash plan at a 17% discounted rate for NCC employees, covers optical and dental needs and any new medical conditions with cash back for everyday healthcare costs including physiotherapy, chiropody and homeopathy)	Bev Cordon Senior Business Partner HR HR Business Partners	Ongoing	Further publicity of scheme at NCC Health and Safety and wellbeing events currently: <ul style="list-style-type: none"> • Learning at Work event 16th May 2017 • Ongoing via intranet • Promote to new starters as part of induction



<p>Employee information, guidance, awareness raising: Develop, update, promote and maintain the employee wellbeing intranet site and inform front line employees using monthly Team Talk to highlight a range of specific national health campaigns and related wellbeing information to promote healthier lifestyles and preventative measures to employees</p>	<p>Bev Cordon Senior Business Partner HR</p> <p>HR Business Partners</p> <p>Occupational Health and Wellbeing team</p> <p>Public Health</p>	<p>Ongoing</p>	<p>Examples of : Campaigns delivered since December 2016 :</p> <ul style="list-style-type: none"> • “Dry January”– Alcohol Concern promotion • Ovarian Cancer Awareness Month (Jo’s Trust campaign) – March • Prostate Cancer Awareness Month – March • National No Smoking Day – 9 March <p>Delivered or planned so far for later in 2017/18:</p> <ul style="list-style-type: none"> • Bowel Cancer Awareness Month – April • Dementia Awareness Week – 15-19 May • Mental Health Awareness Week 8-12 May • Diabetes Awareness Week – 11-17 June • Men’s Health Week – 12-18 June • World Blood Donor Day - 14 June • Dyslexia Awareness Week 2 - 8 October.
<p>Promotion of better workplace health:</p>			
Action	Who	Timescale	Outcome
<p>Workplace Health Champions: Maintain the pool of trained Workplace Health Champions across NCC (accredited to Royal Society for Public Health Level 2 qualification)</p>	<p>Bev Cordon Senior Business Partner HR</p> <p>HR Business Partners</p>	<p>Ongoing</p>	<p>Regular refresh of publicity drive on intranet inviting expressions of interest in becoming a WPHC.</p> <p>18 WPC in total currently in place Countywide.</p>



			5 new volunteers recruited and awaiting training (training programme and funding currently under review by Public Health).
<p>Support for employees to make healthy lifestyle choices:</p> <p>Research and deliver proactive wellbeing initiatives and interventions through a mixed economy of internal practitioners and external providers and seek funding streams where applicable</p>	<p>Bev Cordon Senior Business Partner HR</p> <p>Occupational Health and Wellbeing team(OH Nurse Advisors)</p>	Ongoing	<p>As part of maintenance of Platinum level Well Being at Work Award standard</p> <p>Continue to work with Public Health to identify common synergies and publicise commissioned provider offers to NCC workforce.</p> <p>Promote through Health and Safety Awareness and Wellbeing Events during 2017/18 including:</p> <ul style="list-style-type: none"> • Learning at Work event County Hall 16th May 2017 • Targeted wellbeing interventions for schools as part of sold services offer
<p>Maintaining a Smoke Free Workplace:</p> <p>Support Public Health on workforce implications of NCC Tobacco Declaration Plan and fulfil duty of care in respect of creation of a Smoke Free working environment of all employees</p>	<p>Dr John Tomlinson Public Health (lead officer)</p> <p>Bev Cordon Senior Business Partner HR</p> <p>Trade Unions</p> <p>NCC Health and Wellbeing Board</p>	Ongoing	<p>Review as necessary to ensure continued effectiveness/impact of NCC Smoke Free Workplace policy in practice.</p>

Section 2- Achieved since December 2016:

Ongoing promotion of better workplace health / awareness raising:			
Action	Who	Timescale	Progress Update
Guidance and learning materials for managers on supporting employees with specific health issues: Produced guidance for managers on supporting employees diagnosed with a Terminal Illness, joint work with trade unions through task finish group	Bev Cordon Senior Business Partner HR Trade unions	Launched December 2016.	Completed
Guidance and learning materials for managers on supporting employees with specific health issues: Produced guidance for managers on supporting employees diagnosed with Dyslexia, joint work with trade unions through task finish group	Bev Cordon Senior Business Partner HR Trade unions	Launched April 2017	Completed
Protection from infection and reduction of associated risk and absence: Promotion of seasonal Flu vaccination winter 2016/17 targeted at front line NCC employees directly delivering front line services to vulnerable service users	Bev Cordon Senior Business Partner HR Public Health Occupational Health and Wellbeing team (admin)	Campaign launched Sept 2016 up to February 2017	Completed for 2016/17: 362 qualifying NCC employees accessed vouchers Approach under review for winter 2017/18 campaign – subject to confirmation of budget allocation from Public Health



Promote effective workload management, prioritisation and monitoring

Action	Who	Timescale	Outcome
Improve Employee Health and Wellbeing inc achievement of healthy Work-life balance: Use feedback from employees and managers including from surveys and focus groups about work-life balance and wellbeing to inform the development and future review of the key themes of the Council's Workforce Strategy	Marjorie Toward Service Director Customers and HR Claire Gollin Group Manager HR	Workforce Strategy 2016-18 launched autumn 2016	Completed and incorporated into "Healthy Organisation" Theme of NCC Workforce Strategy 2016-18. Ongoing engagement of Senior managers through Chief Executives Focus Groups April 2017 Ongoing feature of NCC Leadership and Management Development programme (inc online discussion forum).

Document Owner: Claire Gollin, Group Manager HR May 2017.