

Appendix D - Corporate Employee Health & Wellbeing Action Plan 2015-2018

Overall responsibility: Claire Gollin Group Manager HR

Section 1 - Actions in progress as at April 2016:

Continue to promote effective workload management and prioritisation:			
Action	Who	Timescale	Progress Update
Reduce stress and tackle presenteeism: Contribute to the identification of initiatives and learning interventions arising from the 2015/16 Health Check initiatives in CFCS and ASCHPP, and take any appropriate actions	Bev Cordon / Sue Jeffery Senior Business Partner HR	25.4.16	Outcomes of CFCS Health Check 2015-16 to be reported to Children and Young People's Committee.
	Helen Richardson Senior Business Partner WPOD	Ongoing	Action plan then to be developed and implemented. HR/WPOD Business Partners to support department to develop action plan to reflect outcomes identified.
	Departmental Workforce Development lead officers	7.3.16	ASCH Health Check outcomes reported to Adult Social Care Committee.
	Trade Unions	Ongoing	Updated action plan to be considered and agreed by departmental leadership team. Further follow up check autumn 2016
			HR/WPOD Business Partners to work with both departments to develop, implement and deliver

			priorities identified.
Improve Work-life balance: Use feedback from 2013 Employee Survey about work -life balance and wellbeing to inform the key themes of the Council's new Workforce Strategy	Marjorie Toward Service Director Customers and HR Claire Gollin Group Manager HR	September 2015 onward Mid 2016	Development phase Workforce Strategy 2016-18 to be launched subject to agreement
Facilitate Flexible Working: Improve the mobilisation of the NCC workforce , including the roll out of mobile devices to frontline staff to improve flexible working and work/life balance	ICT Smarter Ways of Working programme team	Ongoing since February 2015	Rollout of tablet devices to front line staff has now been completed and approx. 2,200 devices have been delivered. Pilots ongoing to inform, wider roll out across NCC. Next phase of SWOW programme will introduce further ICT solutions to facilitate flexible working
Continue to raise awareness of mental ill health and related issues in the workplace			
Action	Who	Timescale	Progress Update
Employee engagement and awareness: Building on launch of materials for managers , provide guidance for all employees to raise awareness of how to support colleagues	Bev Cordon / Helen Richardson	Summer 2016	Jointly developed with trade unions for launch following introduction of new NCC Intranet in May 2016

experiencing mental ill health at work	Senior Business Partners HR / WPOD Trade Unions		Incorporate into refreshed NCC wellbeing site
Accreditation of achievement through attainment of the Wellbeing at Work Platinum level award			
Action	Who	Timescale	Progress Update
Accreditation and benchmarking: Achievement of Wellbeing at Work Platinum level award (NCC already accredited to Gold level)	Bev Cordon Senior Business Partner HR HR Business Partners Public Health steering group	Portfolio to be submitted by 30th June 2016	Work on award submission in active progress
Workplace Health Champions: Appoint and train additional Workplace Health Champions across NCC accredited to Royal Society for Public Health Level 2 qualification	Bev Cordon Senior Business Partner HR HR Business Partners	Ongoing	Regular publicity on intranet inviting expressions of interest in becoming a WPC 4 additional Champions appointed since Sept 15= 19 total in place
Ongoing promotion of better workplace health / awareness raising:			



Action	Who	Timescale	Progress Update
<p>Access to healthcare provision:</p> <p>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).</p>	<p>Bev Cordon Senior Business Partner HR</p> <p>HR Business Partners</p>	Ongoing	Further publicity in planning for May 2016
<p>Employee information , guidance , awareness raising:</p> <p>Update and maintain the employee wellbeing intranet site, inform front line employees and use 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>	Ongoing	<p>Examples of initiatives delivered since Sept 2015 include:</p> <ul style="list-style-type: none"> • National Stress Awareness Day 4.11.15 • United Nations day for the Elimination of Violence Against Women 25.11.15 • Chronic Obstructive Pulmonary Disease (COPD) January 2016 • Change 4 Life Sugar Smart Campaign January 2016 • Be Clear on Cancer Campaign February 2016 <p>Planned activity for 2016/17:</p> <ul style="list-style-type: none"> • 1-31 May National Walking month • 16-22 May Mental health Awareness Week • 12-18 June Diabetes Week • 1-30 September Blood Cancer Awareness



			<ul style="list-style-type: none"> • 12-18 September Know your numbers week • 21-27 September National Eye Health Week • 7-11 October Back Awareness Week • 10 October World Mental Health Day • 5 November National Stress Awareness Day • 16-22 Alcohol Awareness Week.
<p>Support for employees to make healthy lifestyle choices:</p> <p>Research and deliver targeted wellbeing initiatives 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>	<p>17th May 2016</p> <p>By Sept 2016</p>	<p>Promote as part of annual Learning at Work event</p> <p>2 NCC Health and Wellbeing Roadshows (north and South county locations) currently in planning</p>
<p>Guidance for managers on supporting employees with specific health issues:</p> <p>Initial focus on:</p> <ul style="list-style-type: none"> • Terminal illness / end of life • Dyslexia 	<p>Bev Cordon Senior Business Partner HR</p> <p>Trade unions</p>	<p>Commence April 2016</p> <p>Launch by end 2016</p>	<p>Develop jointly with trade unions through task finish group</p>



Support NCC managers and individual employees to maintain good mental health through change			
Action	Who	Timescale	Outcome
Building Individual Resilience: Tailor and roll-out “Sharing Responsibility for Future Success” LDP learning materials to the wider workforce through eLearning resources to enable all NCC employees to take responsibility for their own psychological wellbeing and develop robust attitudes and resilience towards challenging events	Helen Richardson – Senior Business Partner Workforce Planning and Organisational Development (WPOD) WPOD team	During 2015 February 2016 Ongoing	eLearning materials developed Launched – 22 eLearning completions to date Monitoring of uptake and re- launch as necessary.
Occupational Health support for employees and managers: Review of OH Service structure to maximise the planning and deployment of OH Practitioner resources more effectively from an appropriately qualified clinical overview and increase customer responsiveness, thereby reducing waiting times	Bev Cordon Senior Business Partner HR	1st July 2015 September 2015	Agreed at Personnel Committee 1 st July 2015 Senior OH Nurse Advisor post appointed to from September 2015 Waiting times and % appointments within target (under 30 days) improved to 74%.
Promote effective workload management, prioritisation and monitoring			
Action	Who	Timescale	Outcome

<p>Stress Audit tool for managers :</p> <p>Promote the Well-Worker stress audit tool and associated action planning process to identify and address any stress issues</p>	<p>Bev Cordon Senior Business Partner HR</p> <p>Occupational Health and Wellbeing team</p>	<p>November 2015</p> <p>Autumn 2016 Ongoing</p>	<p>Promotion on NCC intranet</p> <p>Follow up promotion</p> <p>Raise awareness of the tool amongst ASCHPP managers and their teams (departmental Health Check action plan)</p>
<p>Proactive managerial intervention to identify, prevent and reduce stress:</p> <p>Update competency based Employee Performance and Development Review process to include specific reference to having individual conversation about workloads and any impact on health and wellbeing</p>	<p>Helen Richardson – Senior Business Partner WPOD</p> <p>WPOD team</p>	<p>Launched April 2016</p>	<p>Revised document in use for annual EPDR cycle 2016/17 along with updated competency framework.</p>
<p>Develop and embed a Coaching Culture:</p> <p>Enable all NCC managers to appropriately support employees to 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>July 2015 onward</p> <p>February 2016</p>	<p>“Manager as Coach” development programme launched for all Team Managers and above as part of Leadership Development Programme - 136 managers completed to date.</p> <p>In-house coaching network of trained and qualified in house coaches launched – linked to EPDR process – 4 referrals to date, ongoing monitoring and evaluation.</p>

Raise awareness of mental ill health and related issues in the workplace:			
Action	Who	Timescale	Outcome
Guidance and learning materials for managers: Develop information and learning materials on how to appropriately manage and support individuals with existing diagnosed mental health conditions and those experiencing poor mental health	Bev Cordon / Helen Richardson Senior Business Partners HR / WPOD Trade Unions	During 2015 January 2016 Ongoing	Developed jointly in conjunction with the trade unions Launched on Managers Resource Centre – 18 eLearning completions to date Monitor ongoing uptake and re-launch as necessary.
Promotion of better workplace health:			
Action	Who	Timescale	Outcome
Creating a Smoke Free Workplace: 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.	Dr John Tomlinson Public Health (lead officer) Lucy Elliott Public Health Bev Cordon Senior Business Partner HR	20.11. 2014 14.5.2015 15.7.2015	Local Government Tobacco Declaration signed by NCC and all other relevant parties and Nottinghamshire County/City declaration endorsed Following trial period and employee consultation , Trade Union agreement given to extension of existing NCC Tobacco Control policy to cover e-cigarettes at Central JCNP Proposed amendments to strengthen existing NCC Tobacco Control Policy to improve

	<p>Trade Unions</p> <p>Health and Wellbeing Board (Cllr Joyce Bosnjak)</p>	<p>3.3.2016</p> <p>20.4.16</p> <p>End April 2016</p> <p>End May 2016</p> <p>June 2017</p>	<p>employee wellbeing by creating a Smoke Free working environment out ton trades union side.</p> <p>Final trade union agreement to Smoke Free policy secured at Central JCNP</p> <p>New policy subject to approval by elected members (Policy Committee</p> <p>Communication of new policy to employees, managers and other key stakeholders and provision of County wide stop smoking support and other information and advice to help employee go “smoke free” at work.</p> <p>Implementation, “go live”, of new policy with managers guidance.</p> <p>12 month review of effectiveness/impact of new policy in practice.</p>
<p>Protection from infection and reduction of associated risk and absence:</p> <p>Deliver a public health funded seasonal Flu vaccination campaign winter 2015/16 targeted at NCC employees directly delivering front line services to vulnerable service users , replicating 2014/15 model</p>	<p>Bev Cordon Senior Business Partner HR</p> <p>Public Health</p> <p>Occupational Health and Wellbeing team</p>	<p>Sept 2015– February 2016</p>	<p>2014/15 campaign final out-turn = 578 front line employees issued with vouchers for free vaccination</p> <p>Out-turn for 2015/16 = 363 issued</p> <p>Flu campaign for winter 2015/16 target to exceed 14/15 take up not met, potential reasons: lower numbers of directly employed frontline staff ,</p>

	(admin)		adverse national publicity about relative effectiveness of vaccination , no major flu outbreak winter 15/16 = reduced incentive.
		Ongoing	Review for winter 16/17

Document Owner: Claire Gollin Group Manager HR April 2016.