

## Appendix D - Corporate Employee Health & Wellbeing Action Plan 2016-2018

**Overall responsibility:** Claire Gollin, Group Manager HR

### Section 1 - Actions in progress as at September 2016:

Continue to promote effective workload management and prioritisation:			
Action	Who	Timescale	Progress Update
<p><b>Reduce stress and tackle presenteeism:</b></p> <p>Identification of wellbeing initiatives and learning interventions arising as part of the 2015/16 Health Check initiatives in CFCS and ASCHPP departments, and implementing associated actions</p>	<p><b>Bev Cordon / Sue Jeffery</b> <b>Senior Business Partner HR</b></p> <p><b>Helen Richardson</b> <b>Senior Business Partner WPOD</b></p> <p>Departmental Workforce Development lead officers</p> <p>Trade Unions</p>	Ongoing	<p>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.</p> <p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• HR surgeries in absence “hotspot” areas</li> <li>• Providing a good induction at corporate and departmental level</li> <li>• Improving the quality and effectiveness of EPDR / supervision</li> <li>• Highlighting the range of workforce development support available at corporate and departmental level</li> <li>• Design and commissioning of targeted Team Manager training e.g. “New Ways to Better Outcomes For All”</li> </ul>



<p><b>Facilitate Flexible Working:</b></p> <p>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</p> <p>ICT</p>	<p>Ongoing</p>	<p>Following front line project, wider rollout of tablet devices/ laptops across NCC to facilitate mobile / home working.</p> <p>Next phase of Smarter Working programme will introduce further ICT solutions to facilitate flexible working.</p>
<p><b>Provide Stress Audit tool for managers:</b></p> <p>Continue to promote the Well-Worker stress audit tool and associated action planning process to identify and address any stress issues</p>	<p><b>Bev Cordon Senior Business Partner HR</b></p> <p>Occupational Health and Wellbeing team</p>	<p>Ongoing</p>	<p>Follow up promotion Autumn 2016</p>
<p><b>Develop and embed a Coaching Culture:</b></p> <p>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><b>Helen Richardson – Senior Business Partner WPOD</b></p> <p>WPOD team</p>	<p>July 2015-ongoing</p> <p>February 2016 – ongoing</p>	<p>“Manager as Coach” development programme launched for all Team Managers and above as part of Leadership Development Programme - <b>137</b> senior managers completed to date, <b>23</b> more booked on from September onward.</p> <p>In-house coaching network of trained and qualified in house coaches launched (<b>20</b> trained to date).</p> <p>Linked to EPDR process, <b>11</b> referrals for Coaching to date, ongoing monitoring and evaluation. Relaunch Sept 2016</p>

		Autumn 2016	Extend Manager as Coach programme to line managers and aspirant managers as part of new Management Development Programme.
<b>Continue to raise awareness of mental ill health and related issues in the workplace</b>			
<b>Action</b>	<b>Who</b>	<b>Timescale</b>	<b>Progress Update</b>
<b>Employee engagement and awareness:</b> Building on managers guidance, develop guidance for all employees to raise awareness of how to support colleagues experiencing mental ill health at work	<b>Bev Cordon / Helen Richardson</b> <b>Senior Business Partners HR / WPOD</b>  Trade Unions  Public Health	Publication during autumn 2016	In progress
<b>Workplace Health Champions:</b>  Maintain the pool of trained Workplace Health Champions across NCC (accredited to Royal Society for Public Health Level 2 qualification)	<b>Bev Cordon</b> <b>Senior Business Partner HR</b>  HR Business Partners	Ongoing	Regular publicity on intranet inviting expressions of interest in becoming a WPC – next promotion / recruitment Sept 2016  <b>17 WPC</b> in total currently in place.



**Ongoing promotion of better workplace health / awareness raising:**

Action	Who	Timescale	Progress Update
<p><b>Access to healthcare provision:</b></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><b>Bev Cordon Senior Business Partner HR</b></p> <p>HR Business Partners</p>	Ongoing	<p>Further publicity as part of Learning at Work event May 2016</p> <p>To be further refreshed by end of 2016</p>
<p><b>Employee information, guidance, awareness raising:</b></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><b>Bev Cordon Senior Business Partner HR</b></p> <p>HR Business Partners</p> <p>Occupational Health and Wellbeing team</p> <p>Public Health</p>	Ongoing	<p>Examples of initiatives delivered since April 2016 include:</p> <ul style="list-style-type: none"><li>• 1-31 May National Walking month</li><li>• w/c 9<sup>th</sup> May – Dying Matters Week</li><li>• 2-8 May Deaf Awareness Week</li><li>• 15-21 May Dementia Awareness Week</li><li>• 16-22 May Mental Health Awareness Week</li><li>• 12-18 June Diabetes Week</li><li>• 1-30 September Blood Cancer Awareness month</li><li>• 12-18 September Know Your Numbers week</li><li>• 21-27 September National Eye Health Week</li><li>• September - Sickle Cell awareness month</li></ul> <p>Planned for later in 2016-17:</p> <ul style="list-style-type: none"><li>• w/c 1<sup>st</sup> Oct – Dyslexia Awareness week</li></ul>



			<ul style="list-style-type: none"> <li>• 7-11 October Back Awareness Week</li> <li>• 10 October World Mental Health Day</li> <li>• 5 November National Stress Awareness Day</li> <li>• 14-20 November Alcohol Awareness Week.</li> </ul>
<p><b>Support for employees to make healthy lifestyle choices:</b></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><b>Bev Cordon Senior Business Partner HR</b></p> <p>Occupational Health and Wellbeing team (OH Nurse Advisors)</p>	Autumn 2016	<p>2 NCC Health and Safety Awareness and Wellbeing Events (north and South county locations):</p> <ul style="list-style-type: none"> <li>• County Hall 20th October 2016</li> <li>• Meadow House 10th November 2016</li> </ul>
<p><b>Guidance and learning materials for managers on supporting employees with specific health issues:</b></p> <p>Initial focus on:</p> <ul style="list-style-type: none"> <li>• Terminal illness / end of life</li> <li>• Dyslexia</li> </ul>	<p><b>Bev Cordon Senior Business Partner HR</b></p> <p>Trade unions</p>	<p>Ongoing</p> <p>Launch both by end 2016</p>	<p>Joint work with trade unions through task finish group on supporting employees diagnosed with terminal illness in progress since May 2016.</p> <p>NCC signed up to TUC “Dying to Work” Charter August 2016.</p> <p>Joint work with trade unions through task finish group on supporting employees assessed as having Dyslexia in progress since July 2016.</p>
<p><b>Protection from infection and reduction of associated risk and absence:</b></p>	<p><b>Bev Cordon Senior Business Partner HR</b></p>	<p>Sept 2016 – February 2017</p>	<p>Approach under review for winter 2016/17 campaign – reduced budget allocated from Public Health</p>



Promotion of seasonal Flu vaccination winter 2016/17 targeted at NCC employees directly delivering front line services to vulnerable service users	Public Health  Occupational Health and Wellbeing team (admin)		
<b>Support for employees to make healthy lifestyle choices:</b>  Research and deliver targeted wellbeing initiatives through a mixed economy of internal practitioners and external providers and seek funding streams where applicable	<b>Bev Cordon Senior Business Partner HR</b>  Occupational Health and Wellbeing team	17 <sup>th</sup> May 2016  Ongoing	Most recently promoted as part of annual Learning at Work event

## Section 2- Achieved since April 2016:

Accreditation of achievement through attainment of the Wellbeing at Work Platinum level award			
Action	Who	Timescale	Outcome
<b>Accreditation and benchmarking:</b>  Achievement of Wellbeing at Work Platinum level award (NCC already accredited to Gold level). This is the highest level of achievement available	<b>Bev Cordon Senior Business Partner HR</b>  HR Business Partners  Public Health steering group	Portfolio submitted to deadline June 2016	Confirmation that Platinum level award achieved received August 2016



**Support NCC managers and individual employees to maintain good mental health through change**

Action	Who	Timescale	Outcome
<p><b>Guidance and learning materials for managers:</b></p> <p>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</p>	<p><b>Bev Cordon / Helen Richardson</b> <b>Senior Business Partners HR / WPOD</b></p> <p>Trade Unions</p>	<p>Developed during 2015</p> <p>Launched on MRC January 2016</p> <p>Ongoing</p>	<p>“Managers Guide to Mental Wellbeing” developed jointly in conjunction with the trade unions</p> <p><b>54</b> eLearning completions to date</p> <p>Monitor ongoing uptake and re-launch as necessary.</p>
<p><b>Building Individual Resilience:</b></p> <p>Develop eLearning resources to enable all NCC employees to take responsibility for their own psychological wellbeing and develop robust attitudes and resilience towards challenging events</p>	<p><b>Helen Richardson – Senior Business Partner</b> <b>Workforce Planning and Organisational Development (WPOD)</b></p>	<p>Launched February 2015</p> <p>Ongoing</p>	<p>eLearning materials “Personal Resilience”</p> <p><b>185</b> eLearning completions to date</p> <p>Monitoring of uptake and review as necessary</p>

**Promote effective workload management, prioritisation and monitoring**

Action	Who	Timescale	Outcome
<b>Improve Employee Health and Wellbeing inc achievement of healthy Work-life balance:</b>  Use feedback inc from Employee Survey about work-life balance and wellbeing to inform the key themes of the Council's new Workforce Strategy	<b>Marjorie Toward Service Director Customers and HR</b>  Claire Gollin Group Manager HR	<b>Completed</b> and ready for launch autumn 2016	Incorporated into "Healthy Organisation" Theme of new Workforce Strategy 2016-18.  Launch programme c. autumn 2016.
<b>Proactive managerial intervention to identify, prevent and reduce stress:</b>  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	<b>Helen Richardson – Senior Business Partner WPOD</b>  WPOD team	Launched April 2016   Ongoing	Revised document in use for annual EPDR cycle 2016/17 along with updated competency framework.  Use feedback from managers to identify any gaps in corporate learning provision.

**Promotion of better workplace health:**

Action	Who	Timescale	Outcome
<b>Creating a Smoke Free Workplace:</b>  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	<b>Dr John Tomlinson Public Health (lead officer)</b>  Bev Cordon Senior Business Partner HR	May 2016   May 2017	Local Government Tobacco Declaration signed by NCC and all other relevant parties and Nottinghamshire County/City declaration endorsed  New Smoke Free policy and guidance agreed and launched.



	Trade Unions  Health and Wellbeing Board (Cllr Joyce Bosnjak)		12 month review of effectiveness/impact of new policy in practice.
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Document Owner: Claire Gollin, Group Manager HR September 2016.