



Appendix E - Corporate Employee Health & Wellbeing Action Plan 2019-2020

Overall responsibility: Gill Elder, Head of HR

Purpose:

To identify a range of activities to support and enable employees to maintain their physical and mental wellbeing and to provide advice and guidance to the workforce including managers to maximise performance and reduce the incidence of preventable sickness absence

Section 1 - Actions 2019/2020:

Continue to promote effective workload management and prioritisation:			
Action	Who	Timescale	Progress Update
Reduce stress and tackle presenteeism: Identification of wellbeing initiatives and learning interventions arising as part of the Health Check initiatives in C&F and ASCH departments, and implementing associated actions	Bev Cordon / Sue Jeffery Senior Business Partners HR Helen Richardson Senior Business Partner Workforce & Organisational Development (WOD)	Ongoing	HR/WOD Business Partners continue to provide targeted HR support working with departmental workforce leads to support 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



	<p>Departmental Workforce Development lead officers</p> <p>Trade Unions</p>		<ul style="list-style-type: none">• Design and commissioning of targeted Team Manager training. <p>Employee wellbeing is an area where we continue to benefit from developing joint work with the recognised trade unions. We have recently published guidance on supporting people through the menopause and supporting people with mental health issues through an employment process. We continue to review our existing package of support and guidance to ensure its currency and are always prepared to add to what is available.</p>
<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</p> <p>ICT</p>	<p>Ongoing</p>	<p>Successful rollout of tablet devices/ laptops across NCC to facilitate mobile / home working.</p> <p>Smarter Working programme has introduced and engaged the workforce in the use of further ICT solutions to facilitate flexible working.</p> <p>ICT pop up shops available across the county to provide easy access to support on a drop-in basis.</p> <p>Refreshed work with Timewise to gain accreditation and to maximise the benefits of flexible working.</p>



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

Action	Who	Timescale	Progress Update
Further develop our prevention agenda Explore how to implement the MIND Thriving at Work mental health standards into the Council's support package Adopt Wellness Action Plans to encourage employees to take responsibility for their own mental wellbeing with our support	Gill Elder/Helen Richardson	Immediate January 2020	Arrange to meet with Mind representative specialising in mental wellbeing at work. Related to the item above – the WAPs allow employees to complete a pro-forma which identifies triggers for stress and what coping mechanisms can be adopted. Guidance for employees and line managers is being prepared to complement this approach.
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 Promote national awareness raising events such as Time to Talk and World Mental Health Day to keep this agenda fresh in employee's minds and as a tool to remove the stigma particularly attached to poor mental ill health. In addition, we aim to encourage open discussion about the causes and triggers and identify a range of coping mechanisms available	Helen Richardson Senior Business Partner WOD Gill Elder Trade Unions, Public Health & Communications colleagues	Ongoing	My Learning, My Career portal has a comprehensive range of materials to support managers and the wider workforce. Develop joined up approaches across a range of disciplines to adopt a "whole Council" approach to addressing identified issues. Report into Personnel Committee and the Health and Wellbeing Board as appropriate.



Develop a mechanism to further engage with employees to gauge how they are feeling about work and to seek their views on the support package in place to date	Gill Elder	January 2020	
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	Occupational Health and Wellbeing team Health and Safety Team	Ongoing	Review use of the current "Well-Worker" system and research the potential for an improved, more cost effective, system.
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	Helen Richardson – Senior Business Partner WOD WOD team	Ongoing Ongoing Ongoing	"Manager as Coach" (MAC) development programme launched for all Team Managers and above as part of Leadership Development Programme. MAC Programme extended to line managers and aspirant managers as part of new Management Development Programme. Over 400 NCC managers completed to date. In-house coaching network of 30 trained and qualified in house coaches launched, individual and team coaching offered linked to development plans. Linked to Employee Performance and Development Review (EPDR)/ Supervision process.

			Coaching offer extended to include Team Coaching and direct employee referral.
Continue to raise awareness of mental 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.	Helen Richardson Senior Business Partner HR WOD 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 to remove any residual stigma attached to reduced mental health and to encourage open and honest dialogue between employees and their managers.
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	Helen Richardson Senior Business Partner WOD	Ongoing	My Learning, My Career portal includes a comprehensive offer relating to wellbeing.
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	Helen Richardson Senior Business Partner HR WOD	Ongoing	Further publicity of scheme at NCC Health and Safety and wellbeing events currently: <ul style="list-style-type: none"> • Learning at Work event May 2018 • Ongoing via intranet

with cash back for everyday healthcare costs including physiotherapy, chiropody and homeopathy)	HR Business Partners		<ul style="list-style-type: none"> Promote to new starters as part of induction
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	Helen Richardson Senior Business Partner HR WOD HR Business Partners Occupational Health and Wellbeing team Public Health	Ongoing	Examples of campaigns delivered; <ul style="list-style-type: none"> “Dry January”– Alcohol Concern promotion Ovarian Cancer Awareness Month (Jo’s Trust campaign) Prostate Cancer Awareness Month National No Smoking Day Bowel Cancer Awareness Month Dementia Awareness Week Mental Health Awareness Week Diabetes Awareness Week Men’s Health Week World Blood Donor Day Dyslexia Awareness Week.
Promotion of better workplace health:			
Action	Who	Timescale	Outcome
Workplace Health Champions: Maintain the pool of trained Workplace Health Champions across NCC (accredited to Royal Society for Public Health Level 2 qualification) Train an initial co-hort of Mental Health First Aiders (accredited by Mental Health First Aid England)	Helen Richardson Senior Business Partner HR WOD HR Business Partners	Ongoing July 2019	Regular refresh of publicity drive on intranet inviting expressions of interest in becoming a WPHC. 20 Mental Health First-aiders trained. Service to be launched 10 October to coincide with World Mental Health Day.



Refresh information of support available from workplace buddies, the chaplaincy, through mental health first aiders to the more therapeutic services of occupational health and the counselling services offered by Care First.	Helen Richardson/ Gill Elder	October 2019	Align the refresh with World Mental Health Day. Plan further communications to coincide with Time to Talk Day on 6 February 2020.
Support for employees to make healthy lifestyle choices: Research and deliver proactive wellbeing initiatives and interventions through a mixed economy of internal practitioners and external providers and seek funding streams where applicable	Helen Richardson Senior Business Partner HR WOD Occupational Health and Wellbeing team(OH Nurse Advisors)	Ongoing	As part of maintenance of Platinum level Well Being at Work Award standard Continue to work with Public Health to identify common synergies and publicise commissioned provider offers to NCC workforce. Promote through Health and Safety Awareness and Wellbeing Events during 2018/19 including: <ul style="list-style-type: none"> • Learning at Work events across the main NCC bases • Targeted wellbeing interventions for schools and external bodies as part of sold services offer
Maintaining 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	Public Health Business Partners HR Trade Unions NCC Health and Wellbeing Board	Ongoing	Review as necessary to ensure continued effectiveness/impact of NCC Smoke Free Workplace policy in practice.

Section 2- achievements to date

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 Signing of the Dying to Work Charter Further development of guidance for managers and practical application to understand implications and responsibilities around terminal illness	Bev Cordon Senior Business Partner HR alongside the recognised trade unions Gill Elder	Launched Ongoing	Completed Completed Relates to learning from case studies and has included supporting someone facing eviction as a result of their terminal illness and making a range of adjustments to provide choice to the individual concerned and their immediate relatives.
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	Completed



Develop additional support for employees through the establishment of a return to work buddy scheme and introduction of a chaplaincy service	Bev Cordon Senior Business Partner HR	Launched	Complete and ongoing.
Protection from infection and reduction of associated risk and absence: Promotion of seasonal Flu vaccination winter 2019/20 targeted at front line NCC employees directly delivering front line services to vulnerable service users	Helen Richardson Senior Business Partner HR WOD Public Health Occupational Health and Wellbeing team (admin)	Campaign launched annually	Completed for 2019/20: 900 qualifying NCC employees accessed vouchers. Approach reviewed annually in spring time for winter 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 People Strategy	Marjorie Toward Service Director – Customers, Governance and Employees Gill Elder – Group Manager HR	July 2019	Completed and incorporated into "Healthy Organisation" Theme of NCC People Strategy. Ongoing engagement of Senior managers through Chief Executives Focus Groups Ongoing feature of NCC Leadership and Management Development programme.



Refresh mandatory training for managers on attendance management to include specific elements about managing people experiencing reduced mental health	Gill Elder/Helen Richardson	December 2019	Learning materials need to be collated into a cohesive package of information.
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