

The purpose of this action plan is to identify and prioritise 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. The work is

Key Objective	Actions	Responsible Officer (s)	Timescale	Progress update	Other comments
Reduce stress and tackle presenteeism	Implement wellbeing initiatives, including suitable learning interventions arising from the health checks undertaken in C&F and ASCH departments.	Bev Cordon/Sue Jeffery- HR Senior Business Partners	Ongoing	HR surgeries in absence area “hotspots” continue to be undertaken virtually.	This area of work benefits from joint working approaches with the recognised trade unions.
	Monitor completions of EPDR's	Workforce & OD Team	From June 2021	New e-learning offer around workplace health and wellbeing is now in place. Wellbeing highlighted in the supervision agenda EPDR is now available online	Many EPDRs were deferred due to focussing on the Covid response and a Council-wide communication in early September 2020 acknowledged this. Further reminders are due to be sent early September to remind managers of the importance of their completion

Facilitation of flexible working	Improving Workforce Mobilisation	Smarter Working Team ICT	Ongoing	Hybrid working model approved July 2021	Transition arrangements in place to October 2021
	Engage Timewise to maximise the use of flexible working	Michelle Richardson – HR senior practitioner	Ongoing to deliver identified actions agreed with Timewise	Successful roll out of equipment to enable flexible working. Availability of ICT pop – up shops for immediate assistance. Employee engagement through survey May/June 2021	Further developments in line with Hybrid Working Strategy The Pop-up shops have enabled employees to access immediate support with ICT issues. Further Q&A sessions planned to continue to inform this work
Developing the existing wellbeing promotion and prevention offer	Implement MIND's Thriving at Work as part of the Council's employee support package.	Bill Iliffe – HR senior business partner.	August 2021	Meeting with representative from MIND took	Guidance for employees and line managers has been prepared to complement the use

	Adopt wellness action plans to encourage employees to self-manage their own wellbeing with the support available from NCC.	WOD Manager	Ongoing	place prior to lockdown	of wellness action plans. Additional support has been put in place to address concerns regarding the impact of Covid situation and the future of work more generally
Employee engagement and awareness	<p>Continue to work with trade unions to build on the managers guide to mental wellbeing.</p> <p>Promote national awareness raising events /days</p> <p>Encourage open discussion about wellbeing and mental health</p>	<p>Gill Elder – Head of HR</p> <p>Lyndsey Woolmore – WOD Senior Business Partner /Tarig Singh, Equalities officer</p>	Ongoing	<p>The My learning My career portal has been updated to include further support tools.</p> <p>Work with colleagues from trade unions, Public Health and the Communications team to ensure</p>	

Promote the use of the Stress Audit Tool	<p>Create a “whole Council” approach to addressing identified issues.</p> <p>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.</p>	Gill Elder – Head of HR	Ongoing	a joined-up approach.	Engagement Strategy developed as part of the Workforce Resilience and Recovery workstream June 2021 ongoing
	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 of internal communications already underway Review use of the current “Well-Worker” system	Research the potential for an improved, more cost effective, system
Develop and embed a Coaching Culture across NCC	Ensure all NCC managers are equipped to appropriately support employees on an individual basis	<p>Lyndsey Woolmore – WOD senior business partner.</p> <p>Adrian McKiernan – WOD business partner</p>	April 2021 onwards	Review the current Manager as Coach offer to ensure it reflects the maturity of	A refreshed tender is to be produced to ensure that the new refresher programme extends the coaching

				<p>coaching experience across NCC.</p> <p>Consider expanding the number of qualified coaches in the coaching network</p>	<p>experience across the Council.</p> <p>Recruiting further qualified coaches would enable better, targeted representation to reflect the employee support networks.</p>
Continue to raise awareness of mental health in the workplace	<p>Enable NCC employees to access counselling through third party provider (Care First) for work related issues through management referral.</p> <p>Develop mindfulness e-learning materials to complement existing e-learning offer</p>	<p>Joseph Parker – HR senior business partner</p> <p>Lyndsey Woolmore – WOD senior business partner</p>	<p>Ongoing</p> <p>August 2021</p>	<p>Review the current contract arrangements with Care First.</p> <p>Regularly promote the availability of the counselling service through HR casework and publicity via the intranet.</p>	<p>Promotion of the availability of the counselling service encourages open dialogue regarding mental health. Now a direct employee referral provision</p>
	Undertake joint work with Public Health colleagues to refresh the support available to any employee	Sophie Spencer – HR BP1 and Public Health	September 2020	Work initiated and progress made regarding domestic abuse	

	impacted by domestic abuse			but wider collaboration stalled due to capacity issues arising from the pandemic	
Ongoing promotion of support available for workplace health	Continue to promote health care schemes and support available to NCC employees, such as Westfield Health care Scheme as well as our extensive internal offer	Lyndsey Woolmore – WOD senior business partner	Ongoing	Promote the availability of schemes through events such as wellbeing at work and health and safety week	
	Use the employee wellbeing pages on the intranet to promote healthier lifestyles and preventative measures	Lyndsey Woolmore- WOD senior business partner OHU team Public Health	Ongoing	Continued promotion of national campaigns	
Promotion of workplace health	Recruit further workplace health champions across all NCC bases.	Heather Bennett- WOD business Partner	May 2020	A further recruitment of workplace health champions to take place in Autumn 2021	
	Promote and support the Mental Health First Aider's Network	MH First Aiders	Ongoing		
	Promote the wider support available to employees, including the buddying scheme and chaplaincy service	Gill Elder/Lyndsey Woolmore	Ongoing	MHFaiders have been trained and are active across NCC workbases	Initial take up of informal chats with MHFAiders has been very successful . Further

					analysis underway to determine the level and types of contact
	Refresh the Council's accreditation to retain platinum wellbeing at work award.	WOD senior business Partner	Autumn 2021	Public Health have refreshed the Wellbeing at Work scheme and a new submission will be undertaken	
	Work with colleagues in Public Health to promote wellbeing events throughout the year		Ongoing		
	Maintain a Smoke Free workplace	Public Health HR Business Partners Trade Unions NCC Health and Wellbeing Board	Ongoing	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	Review as necessary to ensure continued effectiveness/impact of NCC Smoke Free Workplace policy in practice.

All of the above will be in addition to ensuring that the Council continues to deliver on achievements to date, including continued support for initiatives such as the Dying to Work charter, Time to Talk events, promotion of flu vaccinations and promotion of effective systems for workload management.

The HR & WOD teams will continue to provide guidance and learning opportunities to enable and encourage employees to manage their own wellbeing whilst ensuring that supportive measures are in place through continuing to work pro-actively with colleagues in Public Health and the recognised trade unions.

Our work towards and to maintain various accreditations including Disability Confident, Thriving at Work and Timewise will support and underpin our existing health and wellbeing provision

Employee Health and wellbeing will be a key strand in the emerging People Strategy and Action Plan which will seek to put in place a range of measures to prepare, support and enable employees to continue to deliver services as the Covid-19 situation continues and help frame the new world of work.