

CHESHIRE EAST COUNCIL

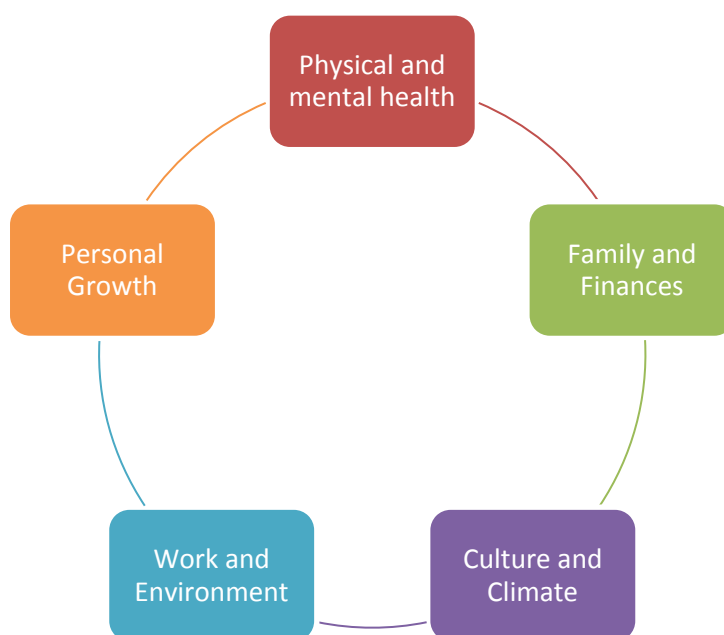
Staffing Committee

Date of Meeting: 25 January 2018
Report of: Head of Strategic HR
Subject/Title: Wellbeing in Work Update

1. Introduction

Building from the findings of the Staff Survey in 2016 and the recent findings from a series of staff focus groups, a programme of work has been initiated to improve staff wellbeing and resilience, to ensure our workforce are engaged and performing at the highest level. The Council has developed a Wellbeing in Work framework, which focuses on five interconnected areas which together support and strengthen employee wellbeing:

Wellbeing in Work Framework



A desk top review has highlighted that the Council already has a wide range of wellbeing in work policies, practices and initiatives which provide a strong foundation from which to build. The purpose of this report is to update Staffing Committee on the programme of work to further improve, connect and sustain wellbeing within the workplace.

2. Consultation Conclusions

To support, inform and shape the wellbeing in work programme two groups have been established bringing together staff and managers from across the council:

- **wellbeing in work staff forum** - meets quarterly to help shape, inform and sustain a programme of wellbeing initiatives and build a wellbeing community.
- **wellbeing in work contributors' group** - brings together services which contribute to the wellbeing agenda on a quarterly basis to increase impact.

Consultation with these groups at initial meetings has been positive and highly participative with a clear appetite to work together to strengthen wellbeing in work. Attendees are actively engaging their teams and providing further feedback. Initial Wellbeing in Work conclusions from the consultation and engagement are:

- Solid foundations are in place through existing wellbeing policies, practices and initiatives.
- A general lack of awareness by staff of what is available and how to access.
- Some inconsistency in how policies are applied in practice.
- Having quality time with the manager was sighted as one of the key factors in building wellbeing and engagement.
- It's the small things (which are said or done) that often have the greatest impact on strengthening wellbeing.

3. Wider Connections

It is recognised that each member of staff has a personal responsibility for their own wellbeing and to support and encourage others to do so. Alongside of this, the Council has an important role in bringing together the many components of strengthening wellbeing in work and embedding a positive, caring culture.

There are a number of wider connections and linked initiatives which will help to further inform, shape and contribute to the wellbeing of colleagues. For example:

- Findings and recommendations of the Independent Cultural Review
- Remaining actions following the staff survey in June 2016
- Phased review of the Council's HR Policies
- Proposed full staff survey in June 2018

These initiatives will be aligned and integrated as appropriate through the Wellbeing in Work Contributors Group and the Staff Survey Governance Group.

Examples of wider connections being made are:

- Recent confirmation that the Council has again met the requirements to be recognised as a Mindful Employer and the Council's continued commitment to the voluntary Charter for Employers who are Positive about Mental Health.
- The appointment of Public Concern at Work (PCaW) to deliver additional whistleblowing support to complement current arrangements and undertake the review of existing arrangements.

4. Programme of Work

Building on the consultation conclusions and wider connections made, a collaborative programme of work is underway as outlined below. This programme continues to evolve throughout 2018 with initial key areas of focus as follows:

Communication and Resources	Policies and Practice
<p>For example:</p> <ul style="list-style-type: none">• Monthly Wellbeing in Work staff newsletter commencing January 2018.• Online toolkit of resources and signposting by 31st March 2018.• Ongoing promotions of existing wellbeing policies, practices and initiatives throughout 2018.• Ongoing development of staff forum and contributors group throughout 2018.	<p>For example:</p> <ul style="list-style-type: none">• Dignity at Work - launch of policy and supporting e-learning module by 31st March 2018.• Staff Volunteering - review of policy by 31st March 2018.• Introduction of Mental Health First Aiders by 31st March 2018.• Flexible and Home Working - review and sharing best practice by 30th June 2018.
Wellbeing Ideas into Action e.g.:	Standards and Measures e.g.
<p>For example:</p> <ul style="list-style-type: none">• Prioritise and progress at least two ideas that strengthen each of the Wellbeing in Work elements during 2018.• Manager as Coach and Curious Conversations training recommenced in December 2017.• “Effective one to one’s” training for managers has been commissioned and will commence in February 2018.	<p>For example:</p> <ul style="list-style-type: none">• Research and develop standards to underpin the five elements of the Wellbeing in Work framework to support measurement and continuous improvement by 31st March 2018.

5. Measuring Success

As the Council is taking a holistic approach to strengthening and sustaining wellbeing in work, success requires both soft and hard measures as outlined below:

Soft measures	Hard measures
<ul style="list-style-type: none"> • Wellbeing in work is talked about • Collective ownership of wellbeing • Mutual support of colleagues • Positive wellbeing stories shared 	<ul style="list-style-type: none"> • Achievement of wellbeing standards once agreed • Absence rates and trends in absence • Take up of the Employee Assistance Programme and other benefits • Staff survey results and overall trends in employee engagement

6. Next steps

To continue to progress the programme of work.