

Staffing Committee

Date of Meeting: 23 July 2018

Report Title: Wellbeing in Work Strategy 2018-19

Portfolio Holder: Cllr Paul Findlow - Portfolio Holder for Corporate Policy and Legal Services

Senior Officer: Sara Barker, Head of Strategic HR

1. Report Summary

- 1.1 Workplace Wellbeing relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment and culture and the way they are managed and led. The wellbeing of staff is a key factor in improving productivity, building engagement and determining long-term success.
- 1.2 As a key enabler of the Brighter Future Together (Culture) Programme and the Council's vision for workplace culture, the purpose of this report is to update on the Wellbeing in Work programme initiated in 2017/18 and outline the strategy and programme of work for 2018/19. The Wellbeing in Work Strategy also supports the Council's Corporate Plan, specifically outcomes 5 - 'People live well and for longer' and 6 - 'A responsible, effective and efficient organisation', recognising that a significant proportion of staff live and work within the borough.

2. Recommendation

- 2.1 To note the report and provide feedback on the Wellbeing in Work Objectives and Programme 2018/19.

3. Reasons for Recommendations

- 3.1 To ensure members are kept up to date with progress and plans for 2018/19.

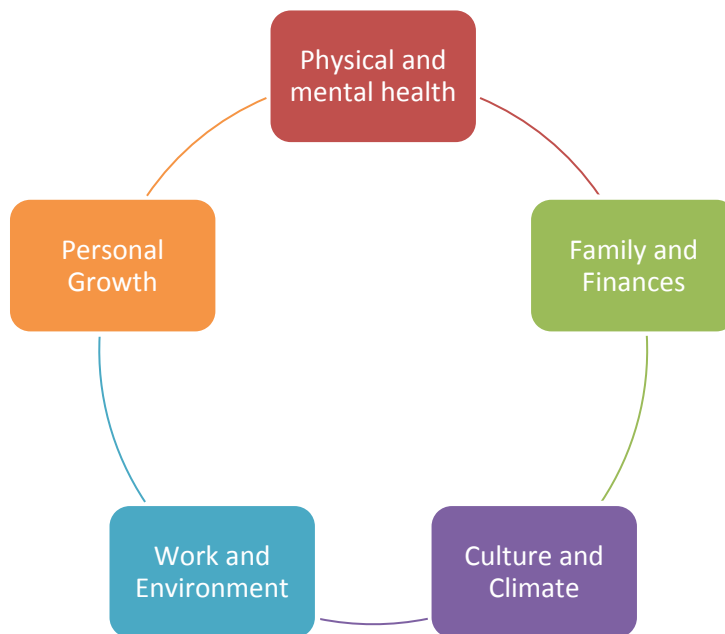
4. Background

4.1 The Council introduced the Wellbeing in Work programme in the autumn of 2017. The key drivers for the programme are:

- To build individual, team and organisational resilience
- To prevent and reduce levels of absence
- To help improve productivity and performance
- To improve levels of employee engagement and alignment
- To support the ongoing development of a positive organisational culture
- To meet outcome 6 of the Corporate Plan – a responsible, effective and efficient organisation.

4.2 Drawing from best practice the Council's Wellbeing in Work framework takes a holistic approach and focuses on five interconnected areas as outlined overleaf:

Wellbeing in Work framework:



4.3 Each member of staff has a personal responsibility for their own wellbeing and to support and encourage others to do so, but the council has an important role in strengthening wellbeing in the work and embedding a positive, caring culture.

4.4 An initial desk top review was completed to identify what is currently in place, and to inform a planned programme of communication and initiatives. The desk top review highlighted that the council already has a wide range of policies, practices, and initiatives which provide a strong foundation from

which to build. The focus of the wellbeing in work framework and programme is to further improve, connect and sustain wellbeing within the workplace.

- 4.5 A monthly **Wellbeing in Work Newsletter** was launched in January to help highlight wellbeing initiatives as well as promoting staff benefits, healthy recipes, recommended reads and walk and cycle routes to encourage staff to think about their own wellbeing. This has been well received and colleagues are actively contributing to this.
- 4.6 A **Staff Forum** was established to help shape, inform and sustain a programme of wellbeing initiatives and build a wellbeing community. The group made up of approximately 40 volunteers from across the Council who meet quarterly. At the last meeting the decision was taken to break into three staff forum groups representing geographical areas i.e. Crewe, Macclesfield and Sandbach, with the aim of building a sense of community, as well as making it easier for staff to attend meetings, reduce travel time etc.
- 4.7 A **Contributors' Group** was also established to bring together services which contribute to the wellbeing agenda. This group also meets on a quarterly basis and aims to bring together and promote initiatives already underway, as well as helping to progress new initiatives. The group consists of representation from:
- Public Health
 - Adults Social Care
 - Benefits
 - Communications
 - Customer Services
 - Equality and Diversity
 - Facilities
 - HR and Organisational Development – including Workforce Development and Health and Safety
 - Libraries
 - Lifelong Learning
 - Tatton Park and Countryside
 - Everybody Sport and Leisure

5. Briefing - objectives and programme 2018/19

- 5.1 The Council has developed a clear vision for the workplace culture that it wishes to embed across the organisation, to be launched in late July 2018. This is summarised as having a shared purpose, staff are supported and well led, colleagues are treated fairly and highly valued and we succeed together. The wellbeing of staff is integral to this vision and will be further endorsed through the supporting behavioural framework and employee deal. The council's commitment to the wellbeing of its workforce tangibly demonstrates that all staff are highly valued and supported.
- 5.2 It is recognised that many areas of the Council's work directly or indirectly impact on staff wellbeing, alongside of manager style and standards. The Council's Wellbeing in Work framework provides the focus for five

interconnected objectives and a supporting programme of initiatives which are summarised in **Appendix 1**.

- 5.3 The aim of the programme is to connect those initiatives, identify gaps and empower colleagues to take ownership of ideas and initiatives which will contribute to this important agenda. All of the objectives outlined are aligned with the Councils promise of “Working for a Brighter Future - Together” and vision for our workplace culture.

6. Implications of the recommendations

6.1 Legal Implications

- 6.1.1 A number of the objectives and initiatives outlined in Appendix 1 will contribute to ensuring the Council’s Health and Safety and Equality and Diversity statutory requirements are met.

6.2 Financial Implications

- 6.2.1 Funding for the Wellbeing in Work programme will be funded collaboratively from existing service budgets.

6.3 Human Resources Implications

- 6.3.1 A sense of identity and belonging is fundamental to wellbeing at work and productivity and there are significant overlaps between **employee recognition, engagement and wellbeing** in that when staff feel their thoughts and ideas are valued and they are recognised for their contribution this will boost wellbeing.

6.4 Risk Management Implications

- 6.4.1 Wellbeing in work is a key ingredient in attracting and retaining the talented staff the council needs and contributes significantly to building individual, team and organisational resilience which is essential to weather outside influences which the Council cannot control.

6.5 Dependencies

- 6.5.1 There are interdependencies between the Brighter Future Together (Culture) Programme and the Wellbeing in Work programme in establishing and enabling a supportive culture where staff are highly valued.

6.6 Rural Communities Implications

- 6.6.1 Improving the wellbeing of staff who live in and work with rural communities will have a positive impact.

6.7 Implications for Children and Young People

- 6.7.1 There are no direct implications for Children and Young People.

6.8 Public Health Implications

6.8.1 The Wellbeing in Work strategy is aligned with Public Health objectives and principles.

7.0 Ward Members Affected

7.1.1 No specific wards affected.

8.0 Contact Information

8.1 Any questions relating to this report should be directed to the following officer:

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