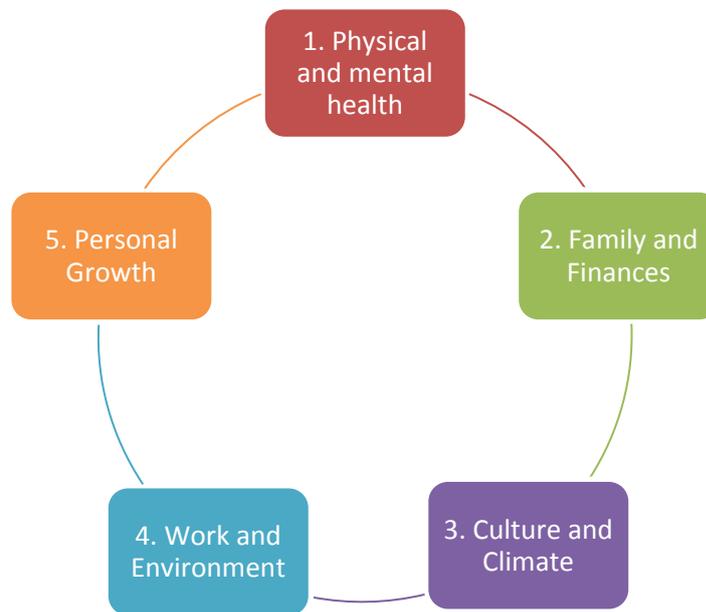


Appendix 1 - Wellbeing in Work Objectives and Programme 2018/19.

The Council has developed a clear vision for the workplace culture that it wishes to embed across the organisation. 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.

The Council's **Wellbeing in Work framework** provides the focus for five interconnected objectives and supporting initiatives.



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. There are a wide range of policies, initiatives and schemes that are already in place in the Council providing a strong foundation from which to build. For the purpose of this document these are assumed as a “given’s” such as:

- Range of family friendly and flexible and mobile working policies
- Health and safety policies and procedures
- Induction and corporate training programme
- Employee assistance programme
- Pre retirement course
- Coaching support provided by the coaching pool
- The Learning Lounge providing e-learning accessible for all staff

Detailed below are the specific initiatives which will progress over the coming months. The programme continues to evolve as opportunities arise or ideas are developed.

Wellbeing in Work Dashboard - the following measures, updated as per Staffing Committee 26.4.18 actions, will be used to provide an indication of staff engagement with and the impact of the Wellbeing in Work objectives and programme with a baseline for 2017/18 where available:

Measure	2017/18 baseline	2018/19 target
Engagement indicators		
Calls to Bullying Helpline once implemented.	n/a	
Usage of EAP Services	4.9%	5.5%
Uptake of rewards centre and salary sacrifice schemes.	Reward Centre: 35% (sign up) Tusker: 0.7% (new car) Purchase of annual leave: tbc Childcare Vouchers take up: 2.8% Cycle to Work Scheme: 0.3%	40% 1% tbc Gov changes 1%
Requests for coaching support from the coaching pool	15	25
Attendance on Wellbeing related training courses and completion of e-learning	245 e-learning 335 face to face	250 e-learning 350 face to face
Co-production of wellbeing initiatives through staff forum and contributors groups.	3	5
Open rates for the wellbeing in Work newsletter	Average 1,172 opens per edition	1,300 (for e-enabled staff)
Number of hits on Wellbeing in Work Toolkit.	n/a	
Impact indicators		
Exit Interview data - reasons for leaving	n/a	
Top 6 Reasons for Cheshire East Short and Long Term Absence	Short term: 1. Cold 2. Chest infection 3. Flu 4. Virus 5. Vomiting 6. Stress Long term: 1. Stress 2. Medical exam, investigation or operation 3. Anxiety, fatigue, exhaustion 4. Depression 5. Bereavement 6. Joint Problems	Reduce stress or stress related absence events (such as anxiety, fatigue, exhaustion or depression) so that they are no longer a dominant cause of absence.
Number of Cheshire East Short and Long Term Absence Events due to Stress	Short term: 100/3860 (2.6% of all short events). Long term: 89/524 (17% of all long events).	Reduce the number of stress or stress related absence events.
Absence (BVPI 12)	11.18	10.00

1. Physical and Mental Health Objective: to raise awareness of mental health and promote generally healthier lifestyles for employees, by helping staff and managers to be able to identify and support themselves and others to improve physical and mental health and reduce levels of stress within the workplace. Initiatives to include:

Initiative	Lead	By when
<p>1.1 Time to Change Pledge - the Council has recently agreed an action plan in preparation to sign up to the Time to Change Pledge, providing an umbrella framework for actions and interventions designed to support the mental health and wellbeing of all staff. Through signing the pledge we signal our commitment to change how we think about mental health and can provide reassurance to staff facing difficulties that they will be supported. Time to Change will work with the Council to get employees talking about mental health. Dedicated support will also be offered throughout the process and there will be a focus on the recruitment of Champions from across the workforce who have lived with or experienced mental health issues to help drive the campaign forward.</p>	E&D Group	31/03/19
<p>1.2 Brighter Minds for a Brighter Future - closely aligned with the Time to Change Pledge a programme of work has been initiated by the Equality and Diversity Group to build an emotionally healthy workforce to ensure colleagues feel safe and valued. Still at an early stage this programme will explore amongst other things developing emotional intelligence and key transition points which can be emotionally demanding and support that can be provided e.g. young people transitioning from school / college into work.</p>	E&D Group	31/03/19
<p>1.3 Active Workplace Pledge - linked to the Time to Change Pledge and recognising that every day, people spend 60 percent of their waking hours sitting down – and as much as 75 percent for people who work in offices it is proposed that the Council signs up to the Active Workplace Pledge through <i>Active Cheshire</i> to support and encourage colleagues to get physically active to improve their overall wellbeing and to live healthier, happier, more enriched, longer lives – that as a consequence are more productive.</p>	OD	31/03/19
<p>1.4 Mental Health First Aiders - linked to the Time to Change Pledge promotion of the Mental Health First Aiders already and to be trained within the organisation as a first point of contact for those wishing to seek help, support and guidance, as well as promoting mental health wellbeing within the council, helping staff to feel able to seek help when they need it.</p>	E&D Group	31/03/19

2. Family and Finance Objective: to support staff in balancing the many roles they have outside of work, with their work commitments and looking at ways the Council can assist in supporting the financial health of staff. Initiatives to include:

Initiative	Lead	Timeframe
2.1 Work-life balance policy – further promotion of the Council’s work-life balance policy and associated policies to ensure staff are able to deliver high levels of performance by balancing work and home life.	HR OD / Strategy	31/03/19
2.2 Carers Strategy – the strategy will evolve over the year to include e-learning and a Carers Toolkit, building on the learning and work already underway with residents who have caring responsibilities.	Adult Social Care	31/03/19
2.3 Employee Benefits – further promotion of the existing Employee Assistant Programme available through WorkplaceWellness, the Rewards Centre and Salary Sacrifice Schemes to ensure all staff are aware of the services available including a wider range of discounts and financial and legal advice.	HR Strategy	31/03/19
2.4 Increased use of social message boards – encourage the use of social message boards for staff to swap, sell on and re-use personal furniture, electrical items etc. rather than staff having to buy new and potentially struggling financially creating a sense of a wider Cheshire East Family.	HR Strategy	30/09/18
2.5 Cheshire Neighbours Credit Union - further promotion of the Cheshire Neighbours Credit Union and financial services available and similar offers available to staff.	HR Strategy	30/09/18

3. Culture and Climate Objective: to further establish a wellbeing mind-set and culture across the Council, aligned to and supportive of the Council’s vision for our workplace culture. Initiatives to include:

Initiative	Lead	Timeframe
3.1 Availability of a confidential helpline – provide a mechanism through which staff feel confident in raising concerns regarding inappropriate behaviour and that they are supported to address the issue in the best way.	OD	By 01/09
3.2 Coaching for Wellbeing – further development of coaching to focus on coaching for wellbeing and resilience, as well as offering coaching support sessions to staff who need or request support. Potentially to align with the HSE Management Standards and Signs of Safety model used within both Adults and Children’s services.	OD	By 01/09
3.3 Development of an Online Wellbeing Toolkit - utilising the new CEntranet site to pull together wellbeing tools and resources and signpost staff to different activities, to help staff to take personal responsibility and improve their own wellbeing and support colleagues.	OD	By 01/09
3.4 Consistent use of return to work interviews – meaningful return to work interviews to be consistently conducted with staff after <u>every</u> absence to help identify and address issues in a timely way and help to prevent additional absence.	HR Delivery	Ongoing
3.5 Review of exit interviews – review and improve the current process and procedure for exit interviews inline with the introduction of Business World.	OD / HR Delivery	31/12/18

4. Work and Environment Objective: to identify further improvements that can be made to and within the working environment to improve personal and team wellbeing. Initiatives to include:

Initiative	Lead	By when
<p>4.1 Wellbeing in Work Staff Forum - continued development of the staff forum, progressing local initiatives such as book clubs and relaxation sessions within their own geographical areas i.e. Crewe, Macclesfield and Sandbach, sharing knowledge and expertise across the groups and helping the groups to become self sufficient as we move forward and embed a wellbeing culture.</p>	OD	Ongoing
<p>4.2 Wellbeing in Work Contributors Group - continuation of the Wellbeing in Work Contributors Group, helping subject matter experts to create a culture of collaboration with each other, the forum groups and the wider staff community to promote and progress initiatives. For example the use of green space in Westfields has recently been collaboratively agreed and actioned.</p>	OD	Ongoing
<p>4.3 Wellbeing in Work Newsletter - continue to use the newsletter to promote the work of the contributors group and staff forum, as well as hints, tips and reminders to staff to look after their own wellbeing. In addition, build on current staff participation in submitting content for the newsletter and sharing their wellbeing tips.</p>	OD	Ongoing
<p>4.4 Cheshire East Team Challenge Cup 2018 - linked to the Wellbeing in Work Day and the Council Active Workplace Pledge to encourage colleagues to volunteer to represent their building, team, or service playing in a range of competitive sports and other activities over one month period to build a sense of community and increase connectedness.</p>	Staff Forum	tbc

5. Personal Growth: to encourage and support colleagues in their personal development and lifelong learning by identifying, promoting and supporting opportunities for growth and to give something to others. Initiatives to include:

Initiative	Lead	By when
5.1 Employee Volunteering – development of an employee volunteering policy clarifying the Council’s position on volunteering. Consideration of allocating each member of staff a set number of day’s that can be used to volunteer within the borough and potentially team development days that include volunteering to build a sense of team while also learning new skills.	HR Strategy	01/09/18
5.2 Internal Flexible Resource - to encourage and support colleagues to volunteer internally for initiatives that will provide opportunities to develop new skills, broaden insights, help others and extend networks for example join the coaching pool, become a mentor, Equity and Diversity Champion, B4B Advocate, Brighter Future Champion, train as a job evaluator etc.	WLT	Ongoing
5.3 Increase secondment opportunities – promote the use of secondments opportunities to increase staff development opportunities across the council.	HR	Ongoing
5.4 Strengths Based Development - to extend the use of strengths based tools with to increase individual and team awareness and understanding, build on and utilise strengths and enable individuals and teams to flourish and grow.	OD	Ongoing
5.5 Wellbeing in Work Day - to hold an annual event in say February 2019 across the Council through which Wellbeing in Work ideas can be shared, show cased, successes celebrated, guest speakers to inspire etc.	Staff Forum /Contributors Group	31/03/19