

# Public Document Pack



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PUBLIC

To: Members of Improvement and Scrutiny Committee - Resources

Wednesday, 4 May 2022

Dear Councillor,

Please attend a meeting of the **Improvement and Scrutiny Committee - Resources** to be held at **2.00 pm** on **Thursday, 12 May 2022** in Committee Room 3, County Hall, Matlock, DE4 3AG, the agenda for which is set out below.

Yours faithfully,

A handwritten signature in black ink that reads 'Helen E. Barrington'.

**Helen Barrington**  
**Director of Legal and Democratic Services**

## **AGENDA**

### **PART I - NON-EXEMPT ITEMS**

1. Apologies for Absence  
To receive apologies for absence (if any)
2. Declarations of Interest  
To receive declarations of interest (if any)
3. Minutes (Pages 1 - 6)

To confirm the non-exempt minutes of the meeting of the Improvement and Scrutiny Committee – Resources held on 3 March 2022.

4. Public Questions (30 minute maximum in total) (Pages 7 - 8)

(Questions may be submitted to be answered by the Scrutiny Committee, or Council officers who are attending the meeting as witnesses, on any item that is within the scope of the Committee. Please see the procedure for the submission of questions attached)

5. Vision Derbyshire Update (Pages 9 - 34)

6. Wellbeing Strategy and Action Plan Update (Pages 35 - 54)

7. Work Programme 2022/23 – Discussion Item

PUBLIC

**MINUTES** of a meeting of **IMPROVEMENT AND SCRUTINY COMMITTEE - RESOURCES** held on Thursday, 3 March 2022 in The Council Chamber, County Hall, Matlock, DE4 3AG.

## **PRESENT**

Councillor S Swann (in the Chair)

Councillors R Ashton, M Foster, A Hayes, D Muller and D Murphy.

Also in attendance was Councillor G Hickton (substitute member)

Apologies for absence were submitted for Councillor J Barron.

### **1/22 DECLARATIONS OF INTEREST**

None

### **2/22 MINUTES**

**RESOLVED** that the minutes of the meeting of the Improvement and Scrutiny Committee – Resources held on 3 December 2021 be confirmed as a correct record and signed by the Chairman.

### **3/22 PUBLIC QUESTIONS**

There were no public questions.

### **4/22 QUARTER 3 FINANCIAL MONITORING - PRESENTATION**

Tina Adams Head of Financial Management and Strategy, attended the meeting and provided a presentation to the committee on Revenue and Capital Budget Monitoring at Quarter 3.

The total portfolio outturn for Quarter 3 showed a £11.911m overspend compared to an overspend in Quarter 2 of £18.544, providing a favourable movement of £6.663m.

The Total Projected Outturn for Quarter 3 showed a £15.737m underspend compared to an underspend in Quarter 2 of £5.163m. This included the use of £16.536m un-ringfenced Covid-19 Grants. This provided a favourable movement of £10.474m.

Details were given of the significant variances at Quarter 3 across the budgets for Adult Care, Corporate Services, Highways and Transport, and

Childrens Services, which all showed overspends, with Health & Communities, Risk Management Budgets and Debt Charges showing underspends.

Details were also given of the Budget Saving targets and Departments would be required to identify alternate savings for any un-deliverable efficiencies.

The forecast balance for the General Reserve Position as at 31 March 2022 was £58.930m

Members were given the opportunity to make comments or ask questions which were duly answered or noted

Particular reference was made to the implications for the authority with the current situation with Russia.

Mr Handford, Interim Executive Director, commented that whilst there were a number of minor concerns that were being monitored and managed and appropriate actions taken the biggest area of concern was cyber security and the authority was in regular contact with the National Cyber Security Centre and was constantly looking to enhance security and remind employees to be vigilant.

The Chairman, on behalf of the committee thanked the officers for their most comprehensive and informative presentation.

**RESOLVED** to note the update on Quarter 3 Financial Monitoring.

## **5/22 MODERN WAYS OF WORKING - PHASE 1 UPDATE**

Emma Crapper, Director of Organisation Development and Policy and Dave Massingham – Director of Property gave a presentation to the committee to compliment the detailed report that had been circulated in advance of the meeting, which provided members with an update on Phase 1 of the Modern Ways of Working Project and sought the views or of Members how they wish to be engaged in the programme moving forward.

Derbyshire County Council (DCC) wanted to base the work, and relationship with the people of Derbyshire on quality of service and process, rather than the desks being used or the buildings in which staff sit in.

The long-term strategic vision for the future model would define the way in which the Council and its staff worked. Work undertaken across the organisation and with staff involved had revealed that there was the potential to realise huge benefits for the organisation and the services it delivered to the public by enabling a more agile workforce and smarter

working practices.

MWoW commenced in September 2020 and started looking at ways in which to maximise the opportunities presented during the recent pandemic to the Council to the way staff worked. The MWoW approach today had been built on the significant shift in working practices, including the rapid implementation and use of new technology across the Council. Increased homeworking and more flexible and agile working practices had been evidenced in recent months.

The principal aspiration for MWoW Phase 1, was to reintroduce employees back into County Hall at speed and aligned with the cessation of Covid-19 measures at that time whilst taking advantage of using office spaces in a different way. The programme of activity for MWoW Phase 1 was approved at Cabinet on 17th June 2021, including the allocation of a budget of £400,646 to support implementation.

Members were provided with details of the Phase 1 Programme, which comprised of 5 Workstreams:

- 1) People
- 2) Communications & Engagement
- 3) Information Communication Technology (ICT)
- 4) Property
- 5) Information Governance

Having now undertaken phase 1, the Programme team intend to 'lock-in' the 'lessons learnt' and ensure they are benefited from during phase 2. This will include ensuring that a realistic timescale and plan is developed for the clearance of the wider estate based on the pilot at County Hall amongst other workstreams.

MWOW Programme Phase 2 was currently being developed and a report would be presented to Cabinet in due course with a clear Business Case to underpin delivery of Phase 2. I&S Scrutiny Committee are asked to consider how they would like to be involved in the programme moving forward.

Members were given the opportunity to make comments or ask questions which were duly answered or noted

The Chairman thanked the officers for their update.

**RESOLVED** (1) to note the progress and achievements on the MWoW Phase 1 Programme;

(2) to acknowledge the intention to develop and submit a MWoW

Phase 2 report to a future Cabinet meeting; and

(3) that a working Group be established to look at MWOW Phase 2 implementation

## **6/22 EQUALITY, DIVERSITY AND INCLUSION STRATEGY 2022 - 2025**

Members had been provided with a detailed report and a copy of the Council's final Equality, Diversity and Inclusion Strategy 2022-2025 for consideration following consultation.

Members were also asked to explore additional opportunities to be further involved in the development of key priorities as set out in the Strategy and identify workstream activities over the forthcoming period.

Wes Downes, Policy Manager invited John Cowings, Senior Policy officer to give a verbal update to the committee to compliment the report on Equality, Diversity and Inclusion Strategy 2022-2025, which had been circulated in advance of the meeting.

The final draft Strategy recognised that the Council had worked hard on equality and diversity issues and that this work has resulted in significant changes to services, employment practices and approach. However, there was a recognition that more work needs to take place, particularly in the context of key demographic and economic challenges and wider societal events and issues including the coronavirus pandemic, increased focus on race equality, the increasing violence against women and girls and social mobility amongst many other issues.

The final draft Strategy set out the Council's vision and values for equality, diversity and inclusion and five key priorities to direct activity over the forthcoming three-year period as follows: Create a diverse and confident workforce; Ensure fair access to employment; skills and business support; Engaged communities able to influence decisions; Healthy and supported people; and Safe and inclusive places for everyone.

The Strategy has been structured around 5 workstreams or main themes. One of these, "Engaged communities able to influence decisions" includes a focus on improving participation by under-represented groups and communities in consultation and participation in public life, and would seek to support Elected Members to champion equality, diversity and inclusion across Derbyshire, growing links with diverse groups and populations

By working with the Committee, it was hoped that the knowledge, existing experience and skills of Elected Members could be harnessed to help progress such work, and in the process, provide more support to those Members to reach and engage with communities that they may not have close links with at present.

Members made a number of comments around some of the narrative in the document and made observations and asked questions on the Strategy which were duly noted or answered by the officers and would be taken into account as part of the continued work process moving forward.

The Chairman thanked the officers for their update.

**RESOLVED** (1) to note the final draft Equality, Diversity and Inclusion Strategy 2022-2025 which would be considered for approval by Cabinet at its meeting on 10 March 2022; and

(2) that the Members Development Working Group be asked to explore how Elected Members can further support the development of key actions set out in the Strategy including work to improve community participation and participation in public life and report back to this committee

#### **7/22 WORK PROGRAMME 2021/22**

Members were informed of the current work programme (2021/22) and were invited to put forward proposals for items to be included in the 2022/23 work programme.

**RESOLVED** (1) to note the 2021/22 work programme; and

(2) to note that work on the development of the 2022/23 work programme was about to commence and that Members are invited to propose items for consideration. This could be done by emailing the Chair or Roz Savage, Improvement and Scrutiny Officer.

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## **Procedure for Public Questions at Improvement and Scrutiny Committee meetings**

Members of the public who are on the Derbyshire County Council register of electors, or are Derbyshire County Council tax payers or non-domestic tax payers, may ask questions of the Improvement and Scrutiny Committees, or witnesses who are attending the meeting of the Committee. The maximum period of time for questions by the public at a Committee meeting shall be 30 minutes in total.

### **Order of Questions**

Questions will be asked in the order they were received in accordance with the Notice of Questions requirements, except that the Chairman may group together similar questions.

### **Notice of Questions**

A question may only be asked if notice has been given by delivering it in writing or by email to the Director of Legal Services no later than 12noon three working days before the Committee meeting (i.e. 12 noon on a Wednesday when the Committee meets on the following Monday). The notice must give the name and address of the questioner and the name of the person to whom the question is to be put.

Questions may be emailed to [democratic.services@derbyshire.gov.uk](mailto:democratic.services@derbyshire.gov.uk)

### **Number of Questions**

At any one meeting no person may submit more than one question, and no more than one such question may be asked on behalf of one organisation about a single topic.

### **Scope of Questions**

The Director of Legal Services may reject a question if it:

- Exceeds 200 words in length;
- is not about a matter for which the Committee has a responsibility, or does not affect Derbyshire;
- is defamatory, frivolous or offensive;
- is substantially the same as a question which has been put at a meeting of the Committee in the past six months; or
- requires the disclosure of confidential or exempt information.

## **Submitting Questions at the Meeting**

Questions received by the deadline (see **Notice of Question** section above) will be shared with the respondent with the request for a written response to be provided by 5pm on the last working day before the meeting (i.e. 5pm on Friday before the meeting on Monday). A schedule of questions and responses will be produced and made available 30 minutes prior to the meeting (from Democratic Services Officers in the meeting room).

It will not be necessary for the questions and responses to be read out at the meeting, however, the Chairman will refer to the questions and responses and invite each questioner to put forward a supplementary question.

## **Supplementary Question**

Anyone who has put a question to the meeting may also put one supplementary question without notice to the person who has replied to his/her original question. A supplementary question must arise directly out of the original question or the reply. The Chairman may reject a supplementary question on any of the grounds detailed in the **Scope of Questions** section above.

## **Written Answers**

The time allocated for questions by the public at each meeting will be 30 minutes. This period may be extended at the discretion of the Chairman. Any questions not answered at the end of the time allocated for questions by the public will be answered in writing. Any question that cannot be dealt with during public question time because of the non-attendance of the person to whom it was to be put, will be dealt with by a written answer.



**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**IMPROVEMENT AND SCRUTINY COMMITTEE - RESOURCES**

**12 MAY 2022**

**Report of the Managing Director**

**Vision Derbyshire Update**

**1. Purpose**

- 1.1 To present an update on progress on Vision Derbyshire and to outline the latest position in respect of Phase 4 implementation.

**2. Information and Analysis**

2.1 Background

Over the last two years, Councils across Derbyshire have been working towards a new collective and ambitious vision and model of local government collaboration, integration and shared leadership, which has looked beyond traditional partnerships and focused on achieving the greatest public value for local people and communities.

The new model of collaboration – Vision Derbyshire - has progressed through a number of critical phases over the last two years. A report to Cabinet on 9 September 2021 provided a comprehensive update on progress and set out proposals to take forward the implementation of Vision Derbyshire and specifically Phase 4 of the approach. Phase 4 builds on the foundations and architecture developed through previous phases and focuses on the following key priorities:

- Confirming detailed implementation proposals and commencing the delivery of agreed short and medium-term programmes of activity focused on achieving the four Vision Derbyshire strategic ambitions

- Establishing a new joint Vision Derbyshire programme team, tasked with accelerating and supporting the implementation of delivery plans and proposals
- Building on the success of previous phases, further extending and deepening the engagement and involvement of Elected Members, senior managers and partner organisations through agreed implementation and delivery proposals
- Establishing the new Vision Derbyshire Joint Committee, embedding new decision-making processes across participating councils
- Building a broader longer-term delivery programme to meet agreed Vision Derbyshire ambitions.

The establishment of governance arrangements through the Joint Committee formalises Vision Derbyshire as an approach with a number of district and borough councils - Chesterfield, Derbyshire Dales and High Peak - signing up to take forward Phase 4 proposals alongside the County Council.

#### 4.2 Recent Developments

The first meeting of the new Vision Derbyshire Joint Committee took place on 4 April 2022. The Joint Committee approved governance arrangements and agreed proposals to establish the Programme Team to provide much needed capacity to further develop and support the implementation of Phase 4 of the approach.

This work will need to align and dovetail with work that is also taking place to secure a County Deal for Derbyshire and Derby which will look to secure greater powers, freedoms and flexibilities and investment into the county to support the achievement of better outcomes for local people and places.

A presentation to the Committee will provide an update on the development of the approach and the latest position in respect of Phase 4 implementation. The presentation will also outline recent progress on activity undertaken across the four Vision Derbyshire ambition areas and planned activity over the forthcoming period.

### **3. Consultation**

3.1 Not applicable

### **4. Alternative Options Considered**

4.1 Not applicable

## **5. Implications**

- 5.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

## **6. Background Papers**

- 6.1 Report to Cabinet 9 September 2022 Vision Derbyshire - Phase 4 Implementation

## **7. Appendices**

- 7.1 Appendix 1 - Implications.
- 7.2 Appendix 2 – Vision Derbyshire Update

## **8. Recommendations**

That the Committee:

- a) Note the latest position in respect of Vision Derbyshire and recent developments in taking forward Phase 4 implementation.

## **9. Reasons for Recommendation(s)**

- 9.1 To ensure Members are aware of the current position and latest developments in respect of the Vision Derbyshire approach and Phase 4 programme of work.

**Report Author:** Sarah Eaton

**Contact details:** sarah.eaton@derbyshire.gov.uk

**Implications**

**Financial**

1.1 None identified.

**Legal**

2.1 None identified.

**Human Resources**

3.1 Work is currently underway to appoint to a Programme Team which will support the implementation of Vision Derbyshire Phase 4 activity. The Programme Team will greatly enhance capacity to support the development and delivery of agreed programmes of work under the four Vision Derbyshire ambition areas.

**Information Technology**

4.1 None identified

**Equalities Impact**

5.1 None identified.

**Corporate objectives and priorities for change**

6.1 Vision Derbyshire is one of the Council's three pillars forming the Council's strategic approach in recognition of the need to work collaboratively with partner agencies and stakeholders to improve outcomes for local people and communities. The ongoing development of the Vision Derbyshire approach and the implementation of Phase 4 activity is a key deliverable set out in the Council Plan 2021-2025.

# Vision Derbyshire Update

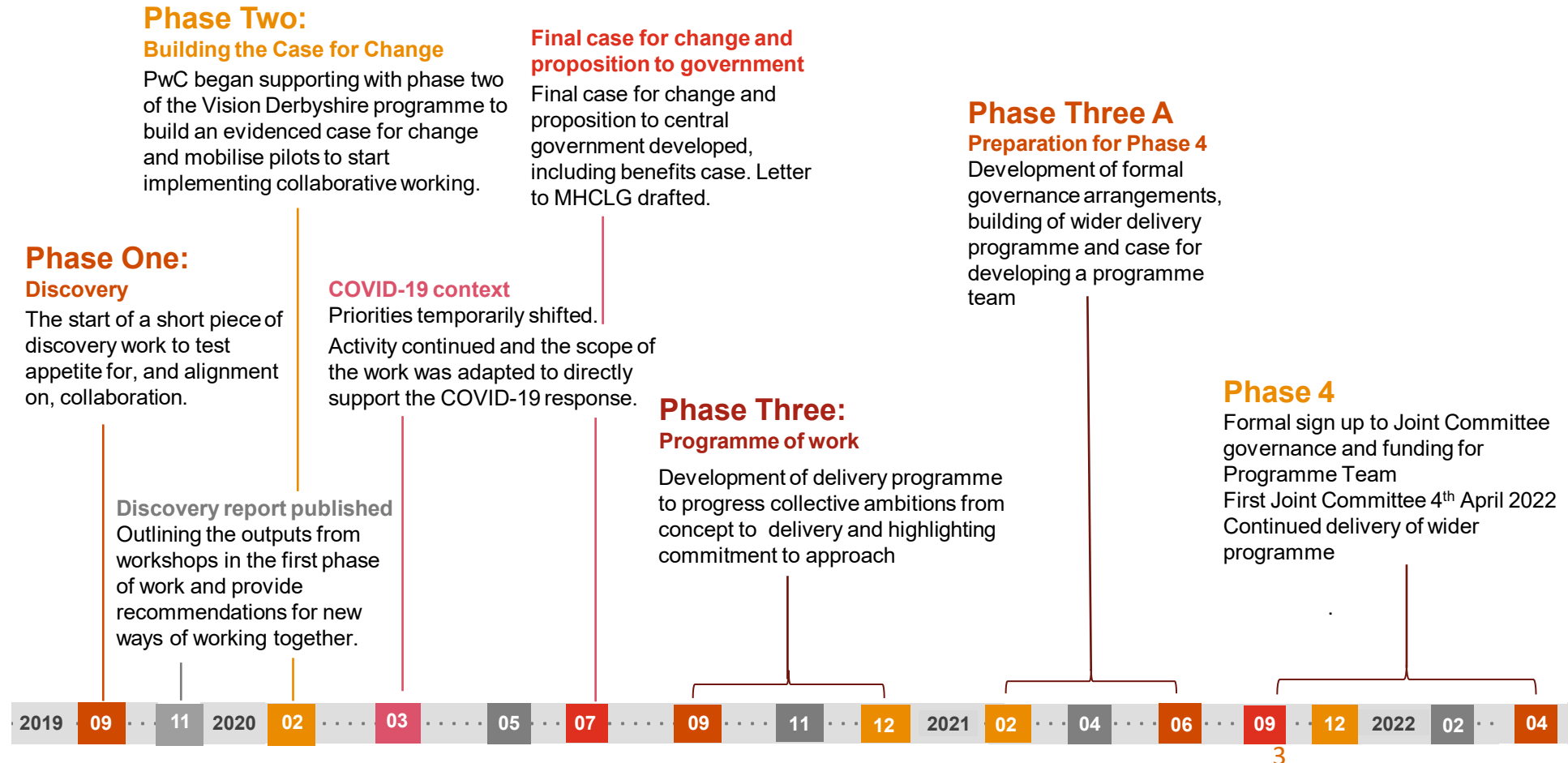
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Improvement and Scrutiny Resources Committee –  
12 May 2022

- In June 2019, Derbyshire Councils began discussions about exploring the appetite for future collaborative working
- Collective desire to **secure better outcomes** and **achieve the greatest public value** for local people and communities across Derbyshire
- Agreed that the new approach should look beyond traditional partnerships, towards **a new collective and ambitious vision and model of collaboration, integration and shared leadership**
- PwC commissioned by Councils to support development of the approach



# Journey so far – 2019 to date



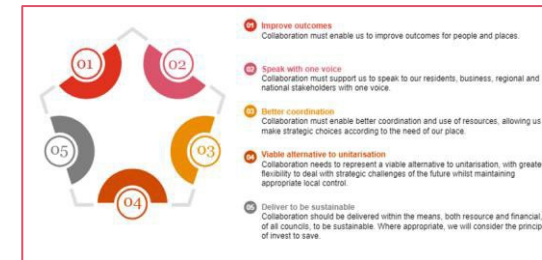
# Phase 1 September 2019 to January 2020

The Discovery Phase workshops helped Chief Execs and Leaders to collectively agree the following:

## Five Vision Derbyshire principles - WHY

1. Improve outcomes  
Speak with one voice  
Better coordination  
Viable alternative to unitarisation  
Deliver to be sustainable

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## Focus areas for Vision Derbyshire - WHAT

- Climate Change
- Visitor Economy; Economic Development; Skills and Employment
- Transport and Infrastructure
- Health and wellbeing
- Communities



## Critical success factors for Vision Derbyshire - HOW

- ✓ Dedicated resource
- ✓ Strategic narrative and leadership
- ✓ Business case and outcomes



# Phase 2 – February to September 2020

**Phase 2** commenced in March 2020 with participation from the County Council and all eight District and Boroughs; Derby City chose not to proceed at this stage.

Phase 2 resulted in the development of:

- **An ambitious case for change** – focussed around **four** key ambitions,
- **A proposition for central government** setting out a viable non structural reform
- **Three pilot approaches** to accelerate the implementation of the approach and demonstrate the new ways of working.

All participating Councils signed a letter to MHCLG on 4 September 2020 outlining ambitions.

# Case for Change: Vision Derbyshire



*Vision Derbyshire is our shared commitment across participating county, district and borough councils, to strategically collaborate to improve outcomes for people and places, speak with one voice as a county, and coordinate our resources better and more sustainable.*

- **A new model for local government**
- **An ambitious opportunity to improve outcomes**
- **An ability to speak with one voice**
- **A sustainable model for the future**

# Case for Change: Focused around four key commitments

Our ambition is outlined in the following four commitment areas:

- **Seize innovation** - pioneering skills and technologies for a sustainable future economy.
- **Establish relentless ambition** - creating opportunities for everyone in Derbyshire.
- **Build proactive communities** - harnessing the energy in Derbyshire's communities and empowering people to make change.
- **Live and work sustainably** - committing to a zero carbon footprint in our tourism, wider economy and ways of working.

# Case for Change: Impact on Derbyshire's people and places

**Vision Derbyshire designed to deliver significant benefits for both the wider system and the participating councils as organisations**

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## Wider system benefits



Communities better able to manage their quality of life, health and wellbeing



A fair society where everyone has opportunities



Exceed its climate change targets



An inclusive and diverse economy



Communities are empowered

*Estimated financial benefit:*

**£1.08bn**

## Organisational benefits



Simpler and more coherent experience for customers.



Improve staff satisfaction



Increase service performance.



A stronger local government voice

*Estimated financial benefit:*

**£20.0 - £65.9m**

The heart of the new model of local government, is the single **Vision Derbyshire Joint Committee**.

The Joint Committee:

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1. Provides **collective leadership** for Derbyshire
  2. Progresses **shared ambitions** for the area
  3. Enables councils to **work together** to tackle the issues and challenges outlined in the case for change.
  4. Enable agile, timely and **effective decision making**

Consideration is being given to establishing sub-committees or advisory committees at a local level.

- Ongoing uncertainty around local government funding and income
- Can deliver benefits quickly without distraction of structural reform
- Has a more ambitious agenda of outcomes-focused transformation across a range of functions
- Goes further than typical structural reform, which historically focuses on consolidation and straightforward efficiency savings
- Impact on the wider system as well as benefits to the councils themselves
- Categorised into two for the Case-for-Change:
  - **Wider system benefits**
  - **Organisational benefits**



# Phase 3 – September 2020 – January 2021

**Phase 3** commenced in September 2020 with participation from the County Council and all eight District and Boroughs and resulted in the development of:

- **An implementation plan** - focuses on **five** key workstreams to accelerate delivery of approach and key programmes of work, including governance
- **An accelerated delivery programme** – focussed on the **four** key ambitions outlined in the case-for-change

- Implementation Plan focuses on **five key workstreams** to accelerate delivery of approach and key programmes of work:

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- **Strategic and Tactical Development**

- **Building a Team**

- **Accelerated Delivery Programme aligned to four Vision Derbyshire ambition themes**

- **Governance Model**

- **Communications and Stakeholder Engagement**

# Accelerated Delivery Programme Governance



## Programme supported by:

- Leader and Chief Executive nominated leads
- Strategic Group
- Officer Lead

## Leads and Strategic Group were responsible for :

- Identifying early starts and developing delivery plans
- Identifying key operational groups and stakeholders to support delivery
- Building medium/longer thematic programme based on 2 year and 10 year Vision Derbyshire plans
- Identifying opportunities, barriers, enablers and asks
- Reporting to Leaders/Chief Executives on progress

## Seize innovation

- County Wide Business Entrepreneur Start Up and Support Programme – Leader Chesterfield BC Council and Managing Director Derbyshire CC

## Relentless Ambition

- Skills and Employment – Leader Derbyshire CC and Chief Executive Derbyshire Dales DC

## Build Proactive Communities

- Homelessness – Leader Erewash BC and Chief Executive High Peak BC

## Live and Work Sustainably

- Climate Change – Leader Amber Valley BC and Managing Director North East Derbyshire DC
- Planning and Climate Change – Leader Derbyshire Dales DC and Chief Exec Lead TBC

**Phase 3a** focus on putting in place foundations and capacity to launch Phase 4 which resulted in the development of:

- Formal Joint Committee arrangements - **Vision Derbyshire Joint Committee**

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The design of a **programme resource** comprising a programme team and funding pot

- **A template report** to support sign up in participating councils
- Development of scopes for Phase 4 **delivery programme**
- Elected Member and Senior Management **engagement sessions** to widen engagement and involvement

# Phase 4a – September 2021 to date

Phase 4 activity to date has focused on the following activity:

- **Securing Council sign up to approach** – four councils have formally signed up to date: Derbyshire Dales District Council, Chesterfield Borough Council, High Peak Borough Council and Derbyshire County Council
- **Implementation of Joint Committee arrangements** – first meeting of Committee took place on 4 April 2022
- Approval of **Vision Derbyshire branding**
- **Appointment of programme team** - commencing following joint committee meeting
- Development of programme relating to Vision Derbyshire **enablers and efficiency savings**

# Thematic Delivery Programme

## Progress



- Developed and launched in April 2021 a **Business Start-up Scheme** with £1m allocated to support up to 5 new business advisers and a complimentary grant fund
- Developed and delivered the **Derbyshire Festival of Business** with 86 individual events since end Sept 2021 and 3,650 confirmed attendees so far
- Coordinated **Homelessness** support and services during COVID-19 response
- Developed and adopted a **Vision Derbyshire Climate Change Strategy** 2022 - 2025 supported by a shared action plan
- **Supplementary planning documents for Climate Change** have been prepared to support the implementation of local plan policies, including an innovative climate change metric
- £50,000 grant from the Midlands Energy Hub, D2 Energy Board and Business Rate Funding, for a **renewable energy study** to be delivered

- Proposals for a **'smart county' programme** to support to improved digital connectivity, place making, sustainable travel, tourism and business growth
- **Skills research** to better understand skill profile of the population and the skills needs of employers, with a focus on economic recovery and transition towards a low carbon economy
- A joined-up approach with other local authorities to **graduate recruitment**
- Investigate the benefits of **joint procurement** across Vision Derbyshire Councils
- A single approach to support victims and address issues relating to **domestic violence and abuse**



# Future Delivery Programme

## Activity (2)

- A Covid **community impact assessment** to support the identification of needs/priorities
- A **shared framework** across Councils for **supporting the VCS**
- **Remodelled future independent living service provision** into a short-term targeted offer to maximise people's independence and help them to remain living at home for longer
- **Alignment** of thematic programmes of work to the **County Deal**

# Alignment with the developing County Deal



- Derbyshire and Derby chosen as **one of nine County Deal pathfinder areas** alongside Nottinghamshire and Nottingham
- Provides opportunity to secure additional powers, freedoms and flexibilities for Derby and Derbyshire and neighbouring areas
- Securing powers etc to support collaborative approach and achievement of improved outcomes for people and places in county a longstanding ambition for Vision Derbyshire
- **Innovative Vision Derbyshire proposals** to achieve efficiencies and service transformation **a key factor in Derbyshire and Derby being chosen** as a County Deal pathfinder area

# Alignment with the developing County Deal (2)

- Devolution Template submitted to central Government **acknowledges role of Vision Derbyshire and the Vision Derbyshire Joint Committee**
- **Strong overlap** across requested powers and functions and four Vision Derbyshire ambition areas and collaborative approach
- **Vision Derbyshire framework and approach** provides excellent opportunity to support the development and shaping of proposals at a Derbyshire level
- Work now required and taking place to ensure **alignment of Vision Derbyshire** with **County Deal** process

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**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**RESOURCES AND IMPROVEMENT SCRUTINY COMMITTEE**

**12 MAY 2022**

**Report of the Director of Organisation Development and Policy**

**Wellbeing Strategy and Action Plan Update**

**1. Purpose**

- 1.1 This is a discussion paper to update the Improvement and Scrutiny Resources Committee on the implementation of the existing Wellbeing Strategy and associated action plan and seek any comment on the draft revision of the strategy at Appendix 3 as part of the initial consultation process.

**2. Information and Analysis**

- 2.1 A well thought out, structured and comprehensive wellbeing strategy benefits an organisation. It helps to:

- attract new people to the organisation
- engage, motivate and retain employees
- create a healthier, more inclusive culture
- lower sickness absence
- improve performance and development
- improve productivity and success

“Creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organisation”

(Chartered Institute of Personnel and Development, 2016)

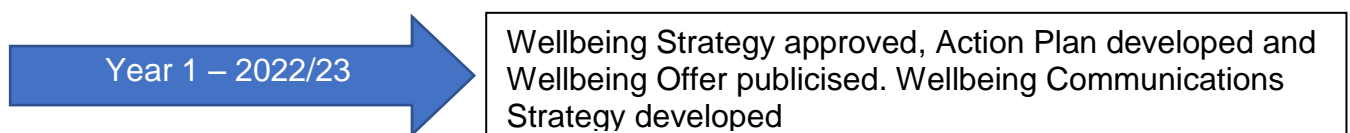
Our employees spend a considerable amount of time at work so promoting and investing in employee wellbeing will have positive outcomes both for our employees and the Council. Studies have shown there is a relationship between the psychological wellbeing of employees and positive organisational outcomes, such as reduced levels of sickness absence as well as enhanced productivity and performance.

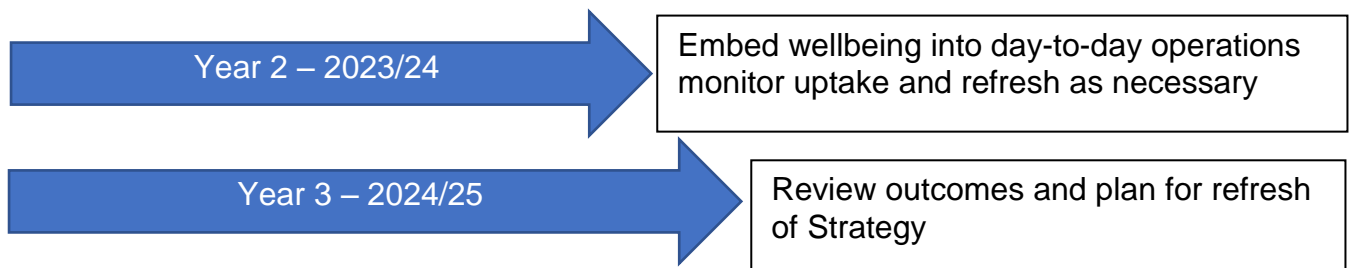
- 2.2 The initial Council Wellbeing Strategy was approved and published in June 2019 aligned to a Wellbeing and Attendance Management Project Action Plan which predated the Wellbeing Strategy. These set out a number of suggested actions and responsibilities but there was no overall ownership of the strategy or measurement of progress. As a result, wellbeing related activity was undertaken across various departments however this lacked co-ordination to ensure a council wide consistent wellbeing offer.
- 2.3 Since the publication of the initial strategy and associated action plan the pandemic coupled with a restructure of the Council's HR function has impacted on the both the strategy and its implementation. To further support employee wellbeing, the restructure of HR created a centralised Health Safety and Wellbeing function within the HR Team. This has enabled clear ownership of the strategy and central co-ordination of the evolution of the future strategy and associated action plans.
- 2.4 The COVID-19 pandemic began just as the new Health Safety and Wellbeing function was formed and continued far longer than anyone anticipated. The pandemic highlighted the importance of employee wellbeing not just within the workplace but on a national level. As a result, this refocussed the work of the Health Safety and Wellbeing team to ensure the organisation was able to continue functioning and deliver services safely and in line with COVID-19 legislation and guidance to our residents.
- 2.5 An assessment of the action plan undertaken in July 2020 identified that a number of interventions within the plan had been achieved. These included development of the Mental Health Policy and mental health first aider network. In conjunction the initial action plan was reviewed and a revised plan developed to focus holistically on health, safety and wellbeing and practical steps that could be realistically taken to achieve improvements when considering the pandemic. The revised action plan contained the actions required to deliver the aims of the Wellbeing Strategy within three core areas which complement each other and enable greater clarity and more clearly defined targets:
  - Systems

- Resources/People
- Data

A separate Sickness Absence Delivery Plan was also developed and intrinsically linked to the overall action plan to focus on delivering outcomes against the same key themes (systems, data and people). Finally, Corporate Management Team agreed to implement a Wellbeing Challenge Group at senior management level to oversee the delivery of the actions and ensure health, safety and wellbeing performance is considered at senior management meetings however due to the pandemic and resource availability this was stalled.

- 2.6 A summary of the key wellbeing action from the plan defined in July 2020 is contained in Appendix 2.
- 2.7 In terms of the overall Wellbeing Strategy, the last 12-18 months has further identified that the Council’s approach to wellbeing needs to consider additional areas of wellbeing aligned to current national issues such as financial wellbeing (i.e. cost of living challenges facing many employees) and as such it is timely to review the Wellbeing Strategy. Refreshing the Wellbeing Strategy also allows us to better align this to the People Strategy and the Council Plan. This time limits the Wellbeing Strategy to ensure it is regularly refreshed moving forward and considers developments in wellbeing initiatives and support.
- 2.8 The Wellbeing Strategy has been reviewed to ensure it reflects the wider and developing drivers of wellbeing. The draft strategy is shown in Appendix 3. It will be based on the following 5 key pillars of wellbeing:
- Physical Wellbeing
  - Emotional Wellbeing
  - Financial Wellbeing
  - Social / Moral Wellbeing
  - Digital Wellbeing
- 2.9 The supporting Action Plan detailing specific wellbeing interventions will be developed for each of the 5 wellbeing pillars during the first year of the Strategy and will be implemented up to 2025. Once developed it will be reviewed and refreshed as required based on the data collected and any identified needs of the workforce.
- 2.10 The timeline for the implementation of the strategy is as follows:





2.11 To oversee the implementation of the revised strategy and action plan the Wellbeing Challenge group will be reinstated, chaired by the Executive Director for CST and consisting of Wellbeing Champions from the Senior Management Teams of each department. We also have an existing wellbeing project group consisting of key officers involved in wellbeing related activities and working groups aligned to each of the 5 wellbeing pillars. These groups are initially looking to review all the existing wellbeing related activity the Council currently provides and to ensure there is a strategy for communicating this to our workforce as one coherent wellbeing offer. These groups will also look to identify any shortfalls in current wellbeing provision to inform the action plan.

2.12 A further development in wellbeing delivery across the council arising out of the pandemic has been the involvement in the Derbyshire System Wellbeing Group. This involves collaboration with public sector colleagues across Joined Up Care Derbyshire to deliver system wide support where possible and share best practice. In addition, we will continue to work closely with Public Health.

### 3. Consultation

3.1 Information from the employee engagement surveys undertaken in the last 12-18 months has informed the progression of the wellbeing strategy. Further input was sought from senior leaders in April 2022 to support how leaders and the organisation can enable employee wellbeing. In addition, following the recent employee engagement survey results, the Council will participate in the Britain's Healthiest Workplace survey to gain further insights into employee wellbeing across our workforce.

3.2 Regular discussion regarding the strategy and associated actions is held with joint trade unions through both the wellbeing workstream and updates provided quarterly via Corporate Joint Committee.



#### **4. Alternative Options Considered**

- 4.1 Should the Wellbeing Strategy not be refreshed and reviewed as proposed in this report, the Council may be at risk of not ensuring the strategy remains current and aligned to both employee and organisational need.

#### **5. Implications**

- 5.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

#### **6. Background Papers**

- 6.1 Wellbeing Strategy approved by Cabinet in June 2019.

#### **7. Appendices**

- 7.1 Appendix 1 – Implications.  
7.2 Appendix 2 – Key Wellbeing Actions  
7.3 Appendix 3 – Draft Wellbeing Strategy – 2022-2025

#### **8. Recommendation(s)**

That Committee:

- a) note the progress to date and the refresh of the Wellbeing Strategy and planned development of the associated action plans aligned to the 5 pillars of wellbeing.

#### **9. Reasons for Recommendation(s)**

- 9.1 To ensure the wellbeing strategy remains current and the associated actions support the reduction of sickness absence levels and promote the overall wellbeing of the Council's workforce.

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## **Appendix 1 - Implications**

### **Financial**

- 1.1 Aside from the wellbeing strategy now being focused on financial wellbeing, any funding requirements for the deployment of the strategy will be considered in line with the development of initiatives.

### **Legal**

- 2.1 None identified within the report.

### **Human Resources**

- 3.1 As outlined within the report.

### **Information Technology**

- 4.1 As outlined within the report.

### **Equalities Impact**

- 5.1 None identified within the report and this will be considered throughout the development of the actions plans aligned to the 5 pillars of wellbeing. Employee network group members also participate in the project group, and this is being considered further to ensure all groups are represented where appropriate.

### **Corporate objectives and priorities for change**

- 6.1 The wellbeing strategy is a key enabler for deployment of the Council's People Strategy and aligns to the Council Plan.

### **Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)**

- 7.1 None identified within the report.

## **Appendix 2 – Key Wellbeing Actions**

### **1. Sickness Targets/Sickness Metrics and Visible leadership and attendance culture**

A new sickness metric has been developed and implemented this is a % time lost calculation which will express the hours per month lost to sickness absence as a % of the total working hours available. This measure will be far more accurate than the existing measure as it will not discount certain employee groups nor have an arbitrary uplift figure included.

A sickness absence delivery plan was deployed which focused on the following areas, helping to upskill managers across the council:

An eLearning module on Sickness Absence for all for line managers was launched via Derbyshire Learning Online (DLO) on 1st December 2020 and managers were asked to complete by the end of January 2021 and then on an annual basis.

Also, from 1st December 2020, managers are no longer limited to 12 primary sickness absence codes when inputting absence on Workplace. There is now a range of specific mandatory absence reasons (secondary codes) to choose from to make the inputting more accurate. This enables the Council to better understand sickness causes and as a result target suitable interventions.

Manager guidance in relation to Workplace was updated simultaneously to stress the importance of recording sickness absence on the first day of absence and where applicable, as a block of absence rather than single day episodes. This ensures we are able to look at an employee's record and work out the correct pay for the absence as well as generating accurate data for the Council on case duration and sickness absence trends.

In March 2021, further guidance was issued to managers to enable them to produce their own sickness absence reports from Business Warehouse (BW). Manager Absence Trigger Report Guidance enable managers to drill down into specific teams to support more local action to take place.

Over the last twelve months, service specific sickness data has been presented at extended leadership team meetings which provides the opportunity for further discussion and evidence-based decision making in terms of the required targeted intervention and support. HR Business Partners meet regularly with management teams to understand the data and work through plans to manage any emerging trends.

In addition, the Advice and Support team remain focused on locally supporting management teams in the provision of individual case management for absence related cases aligned to the sickness absence stratification data.. Aligned to this, the Attendance Management and Ill-Health Capability Procedure has been updated in consultation with the joint trade unions.

This will be accompanied by further skills learning training for line managers in order to help them manage sickness absence successfully and is due to be launched in Spring 2022.

Using the new sickness calculations and reporting codes reporting codes new sickness dashboards have been developed which allow us to identify the highest impacting teams based on their sickness absence rate being greater than the cumulative average for the organisation. Work is underway to provide further data analysis for these teams, considering the wider workforce profile, i.e. agency spend, additional hours, vacancy rates. This is to ensure the broader context of what is impacting on these areas is better understood so appropriate interventions can be examined.

## **2. Improved engagement and communication regarding employee wellbeing**

Regular engagement surveys of the workforce are now undertaken and results of these shared with managers to discuss with their teams and develop local actions to support their teams wellbeing.

Through the Wellbeing Project group regular targeted wellbeing communications are circulated targeted to national campaigns (eg mental health awareness week) highlighting these issues and the support around them currently available to our workforce. In addition to this regular communication reinforces our ongoing wellbeing support to the workforce.

## **3. Mental Health Policy**

A draft Mental Health Policy was produced but this was never approved as focus shifted to the pandemic response. This will now be reviewed and progressed. Mental Health First Aiders have been trained and are in place and these formed a vital part of our support to employees throughout the pandemic.

## **4. Employee Assistance Programme**

Two significant wellbeing interventions to support employee wellbeing and mental health during the pandemic in conjunction with the System Wellbeing

Group previously mentioned. These were the Thrive smartphone App and the Employee Assistance Programme (EAP) which provide the workforce and in the case of the EAP their immediate family with instant 24/7 access to support.

## **5. High Quality Occupational Health Services**

A review of Occupational Health Services was undertaken prior to the restructure of HR although this was not a robust review. Occupational Health now sits within the Health Safety and Wellbeing function and a more comprehensive review is currently being undertaken. The responses received during the information gathering stage from employees and Managers have been resoundingly positive and the aim of the review is to ensure we have a comprehensive and developing Occupational Health offer which is far more closely aligned to the refreshed wellbeing strategy and action plan.

## Draft Derbyshire County Council: Wellbeing Strategy 2022-2025

### *Message from Emma Alexander, Managing Director*

**Welcome to Derbyshire County Council's (DCC) workforce Wellbeing Strategy 2022 – 2025.**

Our employees are our most vital asset and are instrumental in allowing the Council to meet our stated ambition of working together with our partners and communities to be an enterprising council, delivering value for money and enabling local people and places to thrive.

The wellbeing of our employees is therefore far more than just a moral obligation or a statement that is made in a plan. The wellbeing of our people is intrinsic to our Council and People Strategy ensuring we have a healthy, content and resilient workforce. This is essential in ensuring we deliver the absolute best service we can to the people of Derbyshire across the wide variety of services the Council provides. As outlined in the Council's People Strategy we will enable and ensure the wellbeing and safety of our people.

**“We will ensure we have safe and enabling environments, which support the wellbeing, motivation and retention of our people. We will integrate wellbeing into our day-to-day activities to promote a positive environment where employees are engaged, energised and supported to perform and achieve to their full potential for the benefit of themselves and the organisation.”**

We have a large workforce, spread across a vast geographical area delivering a wide range of roles and services both directly to the public and to support those that do. We are also in the process of changing the way we work as an organisation which focuses on delivering excellent outcomes rather than concentrating on where we deliver services from. This level of diversity means that there isn't a one size fits all solution to ensuring and enabling employee wellbeing. A range of standalone initiatives will not be enough; our approach to workplace wellbeing will be holistic and inclusive, embedded in our culture and will influence how we make decisions. Workplace wellbeing will sit at the heart of everything we do.

We recognise that wellbeing isn't just something you can put in place overnight and that it isn't something that begins at the start of the working day and ends when the working day is finished. We want our employees not just to be happy, safe and well at work but also in their life away from work, the two are not mutually exclusive and one affects the other.

We therefore wish to put in place the right wellbeing support to allow our employees to benefit from making the right choices to enhance their wellbeing in all areas of their lives.

In order to maximise the wellbeing offer to our employees we commit to working in partnership with our other public sector partners within the Joined Up Care Derbyshire system to develop system wide approaches where possible with fair and equitable access to a range of wellbeing interventions and services.

## What is Wellbeing?

Wellbeing is increasingly talked about not just within the workplace but across the national landscape. But what actually is wellbeing, and what does it mean for employees of Derbyshire County Council?

***Wellbeing is defined in the oxford English Dictionary as “the state of being comfortable, healthy, or happy.”***

A government definition states, **“Wellbeing is about feeling good and functioning well and comprises an individual’s experience of their life; and a comparison of life circumstances with social norms and values”**.

Wellbeing in its widest sense therefore comprises a combination of good physical health, a positive emotional state and a sense of security and contribution. It is not solely about concentrating on sickness absence figures for example but is about developing a culture within the organisation which promotes the physical, mental, moral, and social and financial wellbeing of our employees and where our organisational values, initiatives, standards and practices promote this.

By identifying key factors which could affect wellbeing both in the present and the future and putting in place appropriate actions that are designed to prevent those problems from arising in the first place, ensures we are addressing wellbeing holistically.

## The National Picture

(from HSE summary Statistics 2020/21)

- In 2020/21 1.7 million workers suffered from work related ill health (new or long standing).
- In 2020/21 stress, depression or anxiety accounted for 50% of all work-related ill health cases. 822 000 workers suffered from work related stress depression or anxiety in this period with 451,000 of these being new cases.
- The average level of employee sickness absence in 2020 was 5.8 days per employee per year, or 1.8% of working time lost with minor illness being the main reason for sickness absence in 2020. This is the lowest rate recorded however factors such as the furlough scheme, social distancing shielding and home working are thought to have had an impact in reducing this figure.
- Only 37% of organisations make efforts to promote financial wellbeing to a large or moderate extent.
- Musculoskeletal (MSK) conditions were responsible for 28% of new and long-standing cases of ill health, 470,000 workers of which 162,000 were new cases.
- Over 84% of respondents to the 2021 CIPD Health and Wellbeing at Work survey have observed 'presenteeism' in their organisation, over the past 12 months, and 70% have observed some form of leaveism.

## The Derbyshire Picture

As part of our recent employee surveys in July 2020 and December 2020, we have asked colleagues how they are feeling with this question being repeated in the survey which is currently live. Our surveys indicate that as of July 2020 the significant



majority of those who responded were feeling positive or very positive about their mental health, this figure had decreased slightly in the December 2020 survey but still remains a significant majority of respondents..

**The latest picture within our workforce shows that between April 2021 and January 2022:** Emotional Wellbeing issues are most common reason for sickness absence during this period

This is followed by Other Musculo, Skeletal Disorders and Back and Neck problems with Covid-19 also remaining prevalent .

In terms of Accidents/ Incidents in 2020/2021. The main causes of reportable accidents were Slips trips and falls and Manual Handling.

## Our Strategy

This strategy sets out our high-level approach to ensuring the wellbeing of our employees and how this is intrinsic to the delivery of our Council Plan and People Strategy. It identifies the key wellbeing pillars that we will focus on and sets out our vision in relation to delivering a wellbeing culture within the Council. It is the steering document for delivering practical results that meet its aims and objectives.

## Our Vision

We will ensure we have safe and enabling environments, which support the wellbeing, motivation and retention of our people. We will integrate wellbeing into our day-to-day activities to promote a positive environment where employees are engaged, energised and supported to perform and achieve to their full potential for the benefit of themselves and the organisation.” We will create a resilient workforce maximising our service delivery for the residents of Derbyshire.

## Implementing the Strategy

To be meaningful this strategy will reflect the key wellbeing issues currently facing the Council but also anticipate future areas of wellbeing concern. It will become an integral part of our culture where employee wellbeing is actively promoted to realise the benefits to our employees and thus the organisation and our service users. Whilst the strategy outlines our key areas of focus and our overall ambitions it will shape our overall offer to employees. It will be reviewed annually by the Wellbeing Challenge Group to make sure that it is still current and valid and that outcomes implemented to deliver the aims of the strategy are effective.

We will engage with wider stakeholders such as Trade Unions through the Wellbeing Workstream, employee network groups and other public sector organisations through the Wellbeing Systems group.

In order for our approach to be successful, this strategy assumes that everyone within the organisation will take personal responsibility for their own wellbeing and a collaborative responsibility for colleagues to embed a wellbeing culture within the organisation.

## Our Wellbeing Aims

### **Aligned to our People Strategy, we will:**

- Create a safe and healthy work environment which fosters a culture of positive wellbeing, whereby the wellbeing of our people is seen as integral to everything we do.
- Improve general wellbeing for our diverse workforce and ensure that wellbeing is seen as everyone's responsibility across DCC.
- Embed wellbeing as a central part of our strategic priorities for our leaders and councillors across all functions within DCC and ensure that all are aware of our statutory obligations.

- recognise the role wellbeing plays in the bigger picture including improving productivity, ways of working and talent attraction, development and retention, in becoming an employer of choice
- Provide impactful wellbeing support based on the needs of our people, using a collaborative approach.

## Wellbeing Pillars

### ***Physical Wellbeing***

- Support people to take care of themselves and make positive steps around health in areas such as sleep, nutrition, physical activity, smoking, alcohol, and drinking enough water.
- Create an environment where people feel empowered and are educated about their physical wellbeing.
- Establish programmes for specific clinical conditions/areas of need.
- Improve our working environment and ways of working to ensure the health and safety of our employees when delivering their roles.
- Actively promote a safety culture where managers and employees take personal responsibility for their and colleagues health and safety.

### ***Emotional Wellbeing (neurodiversity, mental health)***

- Create a culture of open discussion and mutual trust around stress and mental health.
- Supporting individuals to better manage their psychological wellbeing and develop personal resilience.
- Provide better access to support, advice and signposting.
- Recognise the challenges faced by neurodiverse employees and actively promote a culture where neurodiverse employees are supported

### ***Financial Wellbeing***

- Support individuals to become more aware of their finances.
- Reduce financial stress by helping people to better manage their finances and become more financially secure. This will include areas such as managing debt, budgeting, saving, pensions, investments and living within our means.
- Promote employment practices that avoid low pay, insecure contracts, unfair pay gaps and ensure job security while meeting organisational requirements.
- Ensure reward and benefits' policies allow opportunities to support employees at all stages of their lives.

### ***Moral/Social wellbeing (belonging purpose and values)***

- Improve the relationships we have with each other across the organisation.
- Build healthy, collaborative, nurturing and supportive relationships, which includes good leadership, to foster a genuine one council approach and sense of belonging within the Council.
- Encourage community engagement to improve a sense of belonging and create strong links within the people of Derbyshire.
- Champion and promote inclusion, supporting the Council's Equality and Diversity Strategy
- Adopt working practices that promote work/life and family balance and encourage environmental protection

### ***Digital wellbeing***

- Aligned to the Council's digital strategy we will ensure we are using Digital Workspace in a healthy way When we're looking after our digital health it means we feel in control of the Digital Workspace in our lives, and it helps us do our jobs. But we don't feel overwhelmed by it and we can switch off from work outside of hours.
- We will create a workplace culture where technology and software is there to improve how we work, places work-life balance at the heart of it (especially when working from home where it's harder to switch off) and ensures that everyone has the digital tools they need to do their jobs.

- We will make sure your employees have been properly trained on the technology they need to use to work every day. With hybrid working, the boundary between home and work can become blurred. We will put in place appropriate guidance and systems to promote good wellbeing practices.
- There are also ways the Digital Workspace can help with wellbeing, whether that's mindfulness apps or online exercise classes. We will investigate how the Digital Workspace can be utilised to support employee wellbeing.

## What Will We Do?

We will focus our wellbeing offer based on the above 5 pillars of wellbeing and within each of these areas we will consider the following 3 elements: Data, Systems and People. We will put in place an action plan with outcomes focussed within these areas using data to inform and drive what we do, to focus our approaches on the right areas and demonstrate the value of wellbeing to the organisation and individuals.

We will adopt systems to support the organisation and its employees to deliver health safety and wellbeing throughout the Council.

We will put people at the heart of the strategy, giving leaders and managers the skills and confidence to understand the links between wellbeing and effective service delivery.

We will ensure our employees have a clear understanding of their roles and the expectations of them and that they fully understand the wellbeing offer and the benefits of wellbeing not only at work but in their day to day lives. We will deliver a wellbeing culture throughout the Council.

We will ensure that we have a holistic approach to all our Wellbeing interventions that ensure we have in place proactive, active, and reactive solutions.

Proactive interventions are those which are preventative in nature. They are designed to promote wellbeing amongst staff not currently experiencing any adverse wellbeing situations.

Active interventions are those designed to help manage identified wellbeing issues before they become debilitating for staff and promote recovery/transition to a state of positive wellbeing.

Reactive wellbeing measures are those that are put in place to manage an acute wellbeing situation, prevent it from becoming worse and aid employees to begin to recover to a position where active interventions to promote recovery can be utilised.

We aim to be an organisation which focusses heavily on the proactive and active measures and where reactive measures although available are rarely required as prevention is better than cure.

## Key Areas for Deliverable Actions

- Stress and mental health
- Demographics and associated links e.g.
  - Aging workforce
  - Menopause
  - Muscular skeletal.
- The Healthy lifestyle weight management, smoking cessation, exercise, relaxation, mindfulness.
- Flexible working/Modern Ways of Working.
- Communication.
- Attraction.
- Financial resilience and support.
- Working conditions e.g. facilities, violence and aggression.
- Work life balance.
- Resilience
- Collaboration/consultation
- Visibility of HSW messaging – safety culture.
- Workforce Engagement.
- Leadership and People Development.
- Psychological health

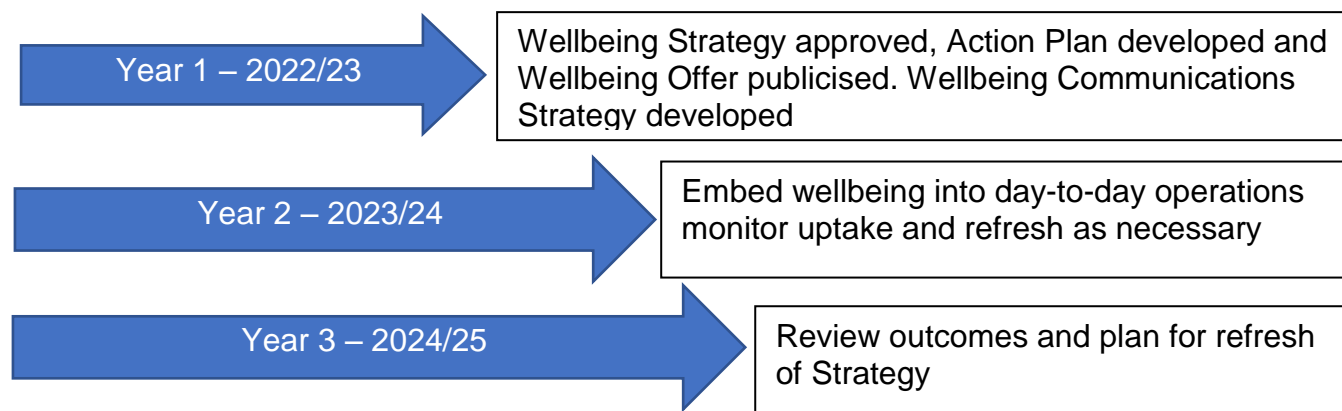
## Our Action Plan

The supporting Action Plan detailing specific wellbeing interventions will be developed for each of the 5 wellbeing pillars during the first year of the Strategy and will be implemented up to 2025. Once developed it will be reviewed and refreshed as required based on the data collected and any identified needs of the workforce.

We will develop a communications strategy that continues to promote the wellbeing offer and regularly monitor the uptake of this offer.

***The timeline for the implementation of the strategy is as follows:***

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## What Success looks like

Success can be determined in many ways, some of which are straightforward and obvious to measure, some of which are more difficult to quantify but are equally important in the overall development of a wellbeing culture and healthier workforce.

We will instigate a range of wellbeing metrics to ascertain the success of our wellbeing programme. We will focus not only on reactive measures such as Incident and sickness rates, access to OH services, exit questionnaire outcomes and employee survey responses but will also record proactive outcomes, such as recruitment and retention rates, take up of wellbeing offers.

Some wellbeing benefits are more difficult to quantify such as increased productivity, better morale, changed behaviours we will however attempt to determine these as part of our measure of success.

Ultimately success for us will be a productive, healthy, engaged and positive workplace that attracts, develops and retains the best talent.