DERBYSHIRE COUNTY COUNCIL

CABINET

6 June 2019

Report of the Executive Director for Commissioning, Communities & Policy

INTRODUCTION OF A COUNCIL WORKPLACE WELLBEING STRATEGY

Corporate Services

1. Purpose of the report

To seek approval to implement the Workplace Wellbeing Strategy.

2. Information and analysis

<u>Workplace Wellbeing Strategy</u>

Derbyshire County Council recognises the importance of promoting and maintaining the physical and mental health, safety and wellbeing of its workforce and the positive impact this will have on both individual and organisational performance. The council is therefore committed to providing a range of support and opportunities to enable employees to maintain their health, wellbeing and safety whilst at work.

The Workplace Wellbeing Strategy (**appendix 1)** has been developed to bring together all the initiatives currently in place within the Council, to highlight areas for development and to identify measures by which the impact of those initiatives can be assessed.

The Strategy has been developed by a project group comprised of Occupational Health, Public Health, Health and Safety, Human Resources, Organisational Development, Policy and Scrutiny, Mental Health trainers and HR Service Partners.

The group looked at best practice and examples of workplace and wellbeing strategies from the private and public sector, and also utilised their own health expertise to formulate the draft strategy.

Wider consultation to inform the strategy and implementation plan was also undertaken with a range of stakeholders including:
- departmental managers;
- an employee panel event;
- employee network groups;
- Diversity Inclusion Board;

- HR Operational group;
- Strategic HR Group;
- Trade Union representatives.

The project has met with a very positive welcome and support from all stakeholders, and the new strategy brings together a huge range of health and wellbeing initiatives the Council already deliver, along with clarity on how we will measure and manage wellbeing looking forwards. The strategy aims to ensure consistency of approach and access to the full range of wellbeing initiatives for all employees.

The successful implementation of the strategy should result in increased wellbeing of the workforce, improved productivity and lower levels of sickness absence. Details of the Council's sickness absence levels are set out below together with comparisons to the Chartered Institute of Personnel and Development's sector averages in their Health and Wellbeing Survey April 2019:

Year	Working days lost per employee Including schools	Estimated Total Cost of Sickness Absence Including Schools	Working days lost per employee Excluding schools	Estimated Total Cost of Sickness Absence Excluding Schools
2016 / 2017	8.2	£15.4m	10.98	£8.9m
2017 / 2018	8.12	£14.4m	9.6	£8.4m
2018 / 2019	8.57	£13.5m	10.22	£7.8m
Chartered Institute of Personnel and Development's Health and Wellbeing at Work Survey April 2019 sector averages				
Public Sector Average	8.4		8.4	
Private Sector Services	4.4		4.4	
Private Sector Manufacturing and Production	5.6		5.6	
Non-Profit Sector	6.3		6.3	

Reasons for sickness absence include musco-skeletal, infection, stomach, kidney liver, chest and respiratory, back and neck problems, stress, depression and mental health issues.

The Wellbeing Action Plan seeks to improve the way the Council manages sickness absence through better data reporting, monitoring and dynamic interventions from managers as sickness absence data changes. Targets will be set to reduce sickness absence.

The benefits to the workforce will include better signposting of wellbeing services, easier access to resources and potentially better emotional resilience, healthier working lifestyles and generally better mental health across the workforce.

Employees who were consulted also saw this strategy as the first step to improving workplace wellbeing and came up with a number of suggestions for the future, these will require further research and the development of a business case by the Wellbeing Project group and will be subject to further approvals as appropriate.

As part of the strategy research and stakeholder engagement events, a strong theme arose in that more support and awareness is required around Mental Health in the workplace. The Council's Scrutiny Committee recently set up a small task and finish group to look at mental health support for employees, and were supportive of the workplace wellbeing strategy development, as it has a focus on mental health wellbeing. A report detailing the outcomes of the Scrutiny Committee's task and finish group was approved at the Cabinet meeting on 9 May 2019 and the actions arising from this report will be incorporated into the Wellbeing Strategy action plan.

Implementation of Workplace Wellbeing Strategy

The Council will continue to utilise the current wellbeing webpage contained on the Council's website, as this contains a range of wellbeing resources and signposting for employees. It is also recognised that not all employees have regular access to digital services, so as part of the communication, a graphical overview poster is being developed to facilitate the wellbeing vision more clearly and quickly. This will be circulated digitally but also displayed on noticeboards in all localities.

An action plan (**appendix 2**) has been developed which supports delivery of the improvements set out in the Health and Wellbeing Measures and Evaluation (Section 5 of the Workplace Wellbeing Strategy)

As mentioned above the action plan will also incorporate exploring the benefits and feasibility of the points listed under Recommendation No 3 and No 4 of the Report of the Chairman of the Improvement and Scrutiny Committee –Resources Cabinet report 9 May 2019 titled Review of Initiatives to Promote Staff Wellbeing and Good Mental Health.

Progress on the action plan will be overseen by the OD, Skills and Resourcing Board reporting in to Cabinet and to CMT as appropriate.

3. Other Considerations

In preparing this report the relevance of the following factors have been considered: financial, human resources, legal and human rights, equality of opportunity, health, environmental, transport, property, crime and disorder and social value considerations.

4. Key Decision?

No

5. Is it necessary to waive the call-in period?

No

6. Officer Recommendations

1. Cabinet approves the Workplace Wellbeing Strategy and action plan for 2019.

Emma Alexander
Executive Director Commissioning, Communities and Policy

Workplace Wellbeing Strategy

DERBYSHIRE
County Council

May 2019

DERBYSHIRE COUNTY COUNCIL

WORKPLACE WELLBEING STRATEGY

Links and Dependencies

Derbyshire County Council policies;
    Employee Leave Scheme and Flexible Working Policy
    Attendance Management Policy
    Health and Safety policies and procedures
    Human Resource policies and procedures
 	
Derbyshire Public Health;
    Derbyshire Health and Wellbeing Strategy 2018 onwards
    Substance Misuse Strategy
    Derbyshire Maternity Transformation Programme (DMTP)
    Sexual Health Strategy
    Towards an Active Derbyshire Strategy
    Derbyshire Disability Employment Strategy
    Derbyshire Mental Health Prevention Framework
 	
ACAS Health, Work and Wellbeing Guide

CONTENTS

1. Vision, Aims and Objectives

Derbyshire County Council recognises the importance of the promotion and maintenance of the physical and mental health, safety and wellbeing of its workforce, and commits to providing a range of support and opportunities to enable employees to maintain their health, wellbeing and safety at work.

The Workplace Wellbeing Strategy aims to;

- bring together all initiatives currently in place within the Council that support and maximise the health, safety and wellbeing of employees;
- ensure a safe working environment and culture of wellbeing;
- clarify the roles and responsibilities for safety and wellbeing;
- identify areas for development and enable improvement;
- identify the measures by which we will assess whether our workplace wellbeing support and interventions have been successful and are targeted effectively.

Improving employee wellbeing and ability to manage work demands, whilst balancing work and home life, will ultimately lead to improved individual and organisational performance.

Employee engagement, health, safety and wellbeing are priorities and will be delivered in an environment where employees are well managed, valued for their contribution, and are enabled to develop. This will be done by:

- *creating an organisational culture which proactively supports health and wellbeing*
- *enabling a safe and healthy working environment for all employees*
- *improving the health and wellbeing of all employees*
- *encouraging and supporting employees to develop and maintain a healthy lifestyle*
- *supporting people with manageable health conditions or disabilities, enabling them to retain employment and develop their careers*
- *creating a new employee engagement strategy in partnership with our consultative committees*
- *promoting shared responsibility for health and wellbeing*
- *providing training for managers in aspects of employee wellbeing including safety, health and wellbeing*
- *developing universal, targeted and specialist approaches as required, to improving wellbeing in the workplace*
- *providing occupational health services which focus on intervention and prevention as well as providing support for employees with health conditions*
- *ensuring a consistent application of the attendance management policy*
- *building a reputation as an employer that cares about the wellbeing of its employees, and being recognised as an employer of choice*
- *investing in employee health and wellbeing so employees can do their jobs well, which will also bring benefits to the service provision to clients, and to the Council*

This workplace wellbeing strategy also links to the wider Derbyshire Health and Wellbeing Board Strategy 2018 that identifies 5 priority areas for the wider population of Derbyshire:

1. Enable people in Derbyshire to live healthy lives
2. Work to lower levels of air pollution
3. Build good mental health and wellbeing across the life course
4. Support our vulnerable populations to live in well-planned and healthy homes
5. Strengthen opportunities for good quality employment and lifelong learning.

2. Scope

This strategy applies to all employees, with the exception of those employed directly by school governing bodies.

3. Definition of Health and Wellbeing

Workplace wellbeing represents a culture which places employee physical, mental and social health high on the Council's agenda.

Wellbeing means different things to different people at different times, but in theory is created by combining two main elements, that of the physical and mental health of an individual.

> "Health and wellbeing is about being emotionally healthy as well as physically healthy. It is feeling able to cope with normal stresses and living a fulfilled life".
> (National Institute for Health and Clinical Excellence)

Workplace wellbeing is known to have a positive impact on happiness, engagement, recruitment and productivity. Improving the wellbeing of employees will improve the well-being of their families and the wider communities we serve.

4. Responsibilities for Wellbeing

a. Derbyshire County Council
   Derbyshire County Council is committed to providing support and opportunities to enable employees to maintain their health, safety and wellbeing at work by;
   - embedding a culture of engagement, prevention and support
   - providing an environment which is conducive to good health
   - developing and implementing fair and effective policies and procedures
   - providing training, information and guidance for employees and managers
   - providing access to occupational health, health and safety, and other advisory services
   - reporting on the take up of wellbeing activities, performance and sickness absence
   - establishing effective monitoring processes to enable evaluation of the impact of health, safety and wellbeing programmes
   - Corporate Management Team members lead by example as Health, Safety and Wellbeing advocates
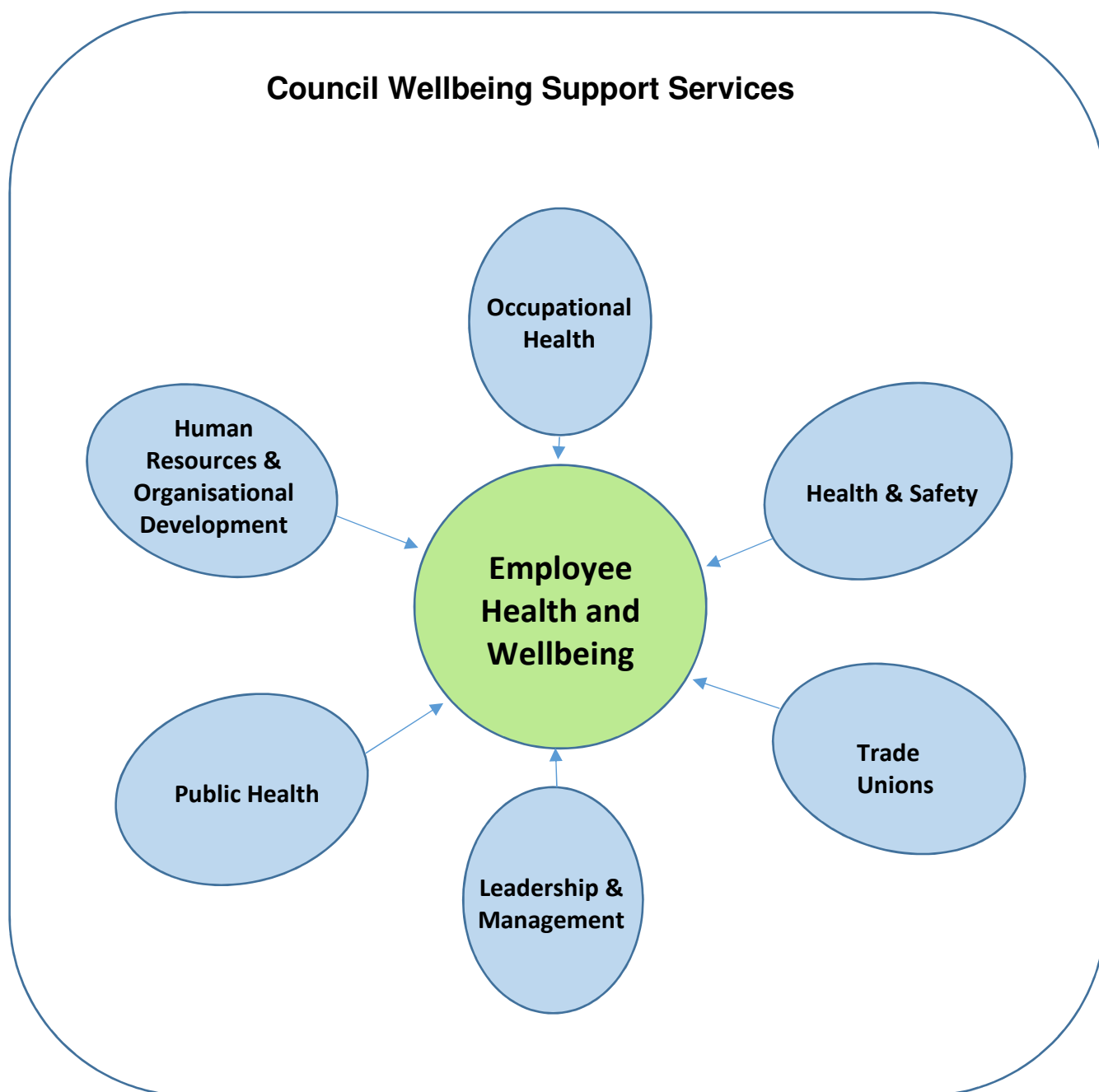
b. Management
   To ensure the effective embedding of the Strategy throughout the Council management shall;
   - set an example as a role model by adopting and promoting positive wellbeing in the workplace as set out in this strategy
   - promote fairness and behaviours contributing to positive employee wellbeing
   - ensure effective communication between management and employees, particularly during periods of organisational change
   - ensure that bullying, harassment and discrimination are eradicated
   - seek advice from Human Resources around the application of relevant polices e.g. attendance management, health and safety policies and procedures

- seek appropriate advice and support when dealing with complex employee health and safety issues
- work with the Trade Unions to create a fair and healthy workplace
- encourage and support employees with health problems to seek help through occupational health, wellbeing services, or external sources e.g. counselling, talking therapies, physiotherapy, stress management, smoking cessation
- encourage employees to declare if they have a health condition or a disability, so they can access the necessary reasonable adjustments and support
- ensure employees receive an induction and that they are appropriately trained to undertake their duties
- attend relevant training as required including management and health and safety training
- ensure fair and effective measures are in place to monitor and manage sickness absence and incident trends
- carry out exit interviews and questionnaires, to ensure we record and analyse why employees are leaving and what we can do differently in the future to improve employee wellbeing and reduce employee turnover
- ensure wellbeing is embedded within management best practice procedures, such as supervision and My Plan appraisal

c. <u>Human Resources, Occupational Health, Health and Safety, and Public Health</u>
To ensure effective advice, information and support of employees and managers in relation to health, safety and wellbeing, they shall;
- develop organisation-wide policies and procedures to promote, improve and maintain the health, safety and wellbeing of employees
- assist line managers in supporting individuals and liaise as appropriate with other professionals, with the aim of helping employees to maintain good health and work within a safe environment
- provide an effective wellbeing support service designed to help employees stay in work, or return to work after experiencing health conditions
- help employees by providing reasonable adjustments in the workplace where appropriate
- assist in preparing rehabilitation plans, person specific risk assessments and Wellness Recovery Action Plans (WRAP) for employees returning to work after absence
- design and implement health promotion and lifestyle behaviour management programmes to support employee wellbeing

d. <u>Employees</u>
Employees have a responsibility to look after their own health, safety and wellbeing and can take positive steps towards this by;
- adopting a healthy lifestyle and registering with a GP, dentist and optician, and taking advantage of vaccination programmes for infectious disease prevention
- seeking advice promptly about fitness to work when symptoms arise
- seeking professional advice about staying healthy, managing ill health and accessing appropriate advice, support and treatment
- returning to work as part of a supportive recovery programme
- taking advantage of health promotion and advice, guidance and information, and opportunities to be healthy, provided by the Council
- taking advantage of occupational health and wellbeing services provided by the Council
- attending mandatory training programmes as specified by the Council and proactively attending other training/programmes to support their health

- sharing ideas and actively contributing to promote health and wellbeing in their place of work
- raising issues that affect their health, safety and wellbeing or that of their colleagues with their line manager
- engaging with management and occupational health to create a Wellness and Recovery Action Plan (WRAP) where needed
- attending Occupational Health appointments as required by management to support health and attendance at work or a return to work

Council Wellbeing Support Services

Occupational Health

Human Resources & Organisational Development

Health & Safety

Employee Health and Wellbeing

Public Health

Trade Unions

Leadership & Management

For a list of who provides wellbeing services/contact points, please see appendix A.

Current Council health and wellbeing key areas and activities

Key Area	Elements	Wellbeing Activities
HEALTH	**Physical health**	• weight management and smoking cessation support • physiotherapy • effective absence management, phased return to work and adjustments to work environment • health checks/assessments • health surveillance • links to national campaigns • flu vaccines • valuing employee events • Occupational Health, Safety and Wellbeing policies
	Mental Health and emotional wellbeing	• counselling service • mediation service • work life balance policies • phased return to work • cognitive behaviour therapy • workshops and training in stress management, mental health awareness, Mental Health First Aid, resilience and mindfulness • network of Mental Health Champions • Wellness and Recovery Action Plans (WRAP) for mental health support • 'Mindful Employer' commitment • member of National Suicide Prevention Alliance and signed up to Time To Change
WORK	**Work Environment and demands**	• ergonomically designed working areas, focus on culture and organisational development • online H&S DSE assessments and incident reporting. Safe working practices, safe equipment, health and safety policies and practice • health and safety training both generic and task specific • clear job roles, job satisfaction and job enrichment • work life balance initiatives including flexible working scheme
	Line Management	• effective people management policies • training and mentoring for managers, attendance management policy • policy advice and guidance • induction and MyPlan
	Pay and reward	• fair pay and benefits • LGPS pensions scheme • MyPlan discussion with personal and professional development • employee benefits e.g. gym discount, cycle to work scheme • Employee Travel Plan 'Miles Better' and discounted public transport/interest-free season ticket loans
VALUES	**Organisational wellbeing**	• clear vision and corporate wellbeing strategy • leadership framework • managing change • building a supportive culture for employees • effective health and wellbeing lead/champion
	Ethical Standards	• equality and diversity strategy and policy • dignity at work • Disability Confident scheme • social responsibility • community investment
PERSONAL GROWTH	**Personal/ career development and lifelong learning**	• mentoring and coaching • challenging and rewarding work • performance appraisal and development plans (MyPlan) • training opportunities and flexible learning including e-learning • apprenticeships • career development and succession planning • secondments, work placements and shadowing

5. Health and Wellbeing Measures and Evaluation

This is a long term workplace strategy to improve and maintain the health and wellbeing of all those who work for the Council.

The measures by which we will assess whether our workplace wellbeing strategy, support and interventions have been successful are listed below.

We will review and revise this strategy regularly via the Consultative Joint Committee (CJC) wellbeing work-stream group.

Metric	Monitoring interval and responsibility
Employee self-rated health and wellbeing	Employee survey, annually/bi-annually Exit Questionnaires, quarterly Satisfaction Surveys in departments
Sickness absence - % reduction of FTE lost overall	Quarterly by SMT, annually by CMT
Agency and locum costs - % reduction of FTE relating to sickness cover	Quarterly by SMT, annually by CMT
Incident/Injury Rates	Quarterly by Health and Safety Section

Evidence has shown that employers who adopt a positive approach to improving health and wellbeing across the organisation may achieve improved productivity and performance, employee and client satisfaction, reduced sickness absence and associated costs, and reduced agency use and associated costs.

It is our intention to develop engagement mechanisms to support the health, safety and wellbeing of the entire workforce making it accessible for all.

Already we have:

- engaged our Consultative Committees providing regular updates
- established a wellbeing consultation work stream with Trade Unions
- consulted with employees via surveys across the workforce
- developed a health and wellbeing webpage available to all employees, promoting health and wellbeing
- feedback from those colleagues who are leaving us via exit interviews and questionnaires to enable us to monitor and change how we can better support employee wellbeing.

The future objectives of the strategy are to:

- promote our wellbeing services ensuring employees are aware of all the opportunities to maintain and improve their health and are encouraged to act as role models to their colleagues
- develop employee engagement opportunities and build a wellbeing culture across the Council
- help employees develop and maintain a healthy lifestyle and improve their physical and mental health

- use our data sources including reasons for sickness, employee health needs assessment and our employee survey to design interventions to improve the health and wellbeing of our employees
- adopt the Healthy Workplaces Public Health Campaign
- develop employee wellbeing support and activities that are delivered across a range of localities in Derbyshire
- improve our mental health support services to;
    - enable a non-judgmental culture and to de-stigmatise issues surrounding mental health by providing training to employees which will help them to identify issues in themselves and others and signpost to appropriate services
    - build personal resilience in individuals through practical strategies, training and support in managing stress and change
    - build on our network of Mental Health and Wellbeing Champions and Workplace Health Champions
    - support the Time to Change national campaign for Mental Health at work

APPENDIX A - Guide to Current Workplace Wellbeing Support Services

Health and Safety Services

o E-learning training on stress, mental health, alcohol and drug awareness, manual handling/Display Screen Equipment (DSE) etc.
o DSE online systems for workplace assessments
o Early intervention incident reporting – to identify and resolve symptoms before employees are off work.
o Musculoskeletal Disorder Policy and guidance
o Manual Handling/Moving and Handling policies
o Manual Handling and Ergonomic workshop
o Safety training courses for managers, including the 5 day Managing Safely course Managers.
o Working Safely training

Occupational Health Services

o Counselling Service
o Specialist Equipment and specialist software support – all departments via Occupational Health (adapted office equipment, chairs, and Dragon software etc.).
o Occupational Health Services – (Nurse/doctor appointments, pre-employment health checks, workplace assessments etc.)
o Physiotherapy services
o Cognitive Behavioural Therapy Services
o Flu Jabs –key frontline employees as identified
o Health Surveillance – all departments (but select job groups co-ordinated by Occupational Health)
o Dyslexia assessment and support
o First Aid Training
o Eye Care Voucher scheme (free eye tests for Display Screen Equipment users)
o Prescription safety glasses

Public Health Services

o Mental Health Champions training and network; sustainable approach to build a network of employees to be champions and co-ordinate mental health specific activities going forward.
o Access to training that will decrease stigma, raise awareness and enable identification and support of mental health, including mental health awareness, mental health first aid, suicide awareness and prevention.
o Live Life Better Derbyshire Service – support to lose weight, stop smoking, to be more active and resolve other life situation issues e.g. debt
o Healthy Workplaces Derbyshire initiatives and targeted Public Health programmes support Council-wide approaches and work with some specific service areas to identify issues and improve health and wellbeing.
o Corporately signed up to Time To Change and National Suicide Prevention Alliance
o Facilitate delivery of onsite sessions such as Yoga
o One-off initiatives (such as Men's Health Day, Time to Talk Day, World Suicide Prevention Day, Stress Awareness event) – delivered by Public Health in collaboration with Adult Care Department, Policy and others
o Access to Live Life Better Derbyshire services, both online, and face-to-face support

Human Resource Services

o Flexible Working Procedures to support work-life and health balance
o Attendance management policy training for managers to understand how to manage and support employees
o Wellness and Recovery Action Plans (WRAPS)
o Resilience Training
o Mental Health Training co-delivery with Adult Care Department Mental Health Trainers
o E-learning courses on attendance management and mental health awareness
o Equality and Diversity – supporting the Councils commitment to create a positive culture and working environment

Sustainable Travel team
o Promotion of active employee travel activities
o Cycle to work scheme
o Discounted transport tickets/interest free season ticket loans
o Encouraging activities to support employee walking and cycle and environmentally friendly and sustainable travel

Trade Unions

o Information, advice and support to Trade Union members
o Education and training
o Advocacy and representation
o Promotion of wellbeing events across the Council, like Time to Talk.
o Joint working initiatives with the Council to improve health, safety and wellbeing at work
o Targeted wellbeing activities for Trade Union members on;
    ▪ relaxation and crafts at lunch times
    ▪ book club
    ▪ a range of social activities
    ▪ workplace choir

More information on Derbyshire health and wellbeing can be found at;

www.derbyshire.gov.uk/social-health/health-and-wellbeing

Live Life Better Derbyshire is a free healthy lifestyles service that offers support on stopping smoking, losing weight, getting active and feeling good. For more information visit;

www.livelifebetterderbyshire.org.uk

Appendix 2

Wellbeing Action Plan

#	Wellbeing Strategy Objectives	Detailed intervention	Outcomes
1	Clarify the roles and responsibilities for safety and wellbeing Ensure a safe working environment and culture of wellbeing. Identify areas for development and enable improvement.	Visible leadership and attendance culture	• Leadership group to champion wellbeing in the workplace. • Inspiring visible leadership on managing sickness and wellbeing is shown and cascaded to managers. • Create an 'attendance culture' and embed 'wellness thinking'. • Management sickness levels reduce.
2	Ensure a safe working environment and culture of wellbeing. Identify areas for development and enable improvement	Develop a Mental Health policy for employees	• Clear organisation vision and commitment to mental health awareness and support. • Reduced stigma around mental health • Support staff from prevention through to treatment • Reduction in mental health related absence and ill health in the workplace • Develop a mental health development programme including mental health awareness and leadership and management skills. • Mental Health first aiders and champions
3	Ensure a safe working environment and culture of wellbeing	High quality Occupational health services	• Quality Occupational Health Services are delivered to ensure employees have good health, ability, and fitness to perform their role, and to prevent work related injuries and disease. • As employee wellbeing increase sickness absence will reduce.
4	Clarify the roles and responsibilities for safety and wellbeing	Centralised regular manager attendance training	• Sickness absence training will be standardised and delivered centrally for consistency and to run monthly for the next 18 months. • All managers invited to annual attendance refresher training. • Courses venues will be centrally run and out in localities. • Manager capability increases, and sickness is managed more consistently, driving down absence rates.
5	Clarify the roles and responsibilities for safety and wellbeing Bring together all initiatives currently in place within the Council that support and maximise the health, safety and wellbeing of employees.	Develop workplace Wellbeing Strategy Implement workplace wellbeing strategy	• New Wellbeing Strategy developed to provide clarity on how we will manage wellbeing and attendance. • Create an 'attendance culture' and embed 'wellness thinking'. • As employee wellbeing increases, sickness absence will reduce.

#	Wellbeing Strategy Objectives	Detailed intervention	Outcomes
	Identify areas for development and enable improvement.		
6	Clarify the roles and responsibilities for safety and wellbeing Bring together all initiatives currently in place within the Council that support and maximise the health, safety and wellbeing of employees.	Improve engagement and communication	Wellbeing marketing/engagement plan developed to include; • marketing campaign of posters/message for employees to highlight the impact of absences of clients and their team across the council. • targeted communication in high sickness areas. • Wellbeing and health prevention activities are advertised and attended. • health and wellbeing is discussed at appraisal My Plan level. • Staff understand the links to poor attendance, and outcomes for clients of the service. • Wellbeing increases, sickness absences improves and productivity improves. • Delivery of awareness campaigns such as 'Time to Change' and '5 Ways to Wellbeing'
7	Clarify the roles and responsibilities for safety and wellbeing.	Co-ordination of manager wellbeing training	• Wellbeing training is co-ordinated through the CCP training schedule, under the new Wellbeing section, and promoted through L&D, HR and manager team meetings. • Raising awareness, knowledge and skills through employee and manager training. • Elected members are also included in a specific training session on mental health awareness.
8	Identify the measures by which we will assess whether our workplace wellbeing support and interventions have been successful and are targeted effectively. Identify areas for development and enable improvement .	Quarterly Sickness metrics to SMT/DMT	• Increased visibility of sickness absence by regular HR absence metrics on all DMT/SMT agendas. • Central and departmental data presented in the same format. • HR monitoring of sickness levels. • Focus on driving down absence and to create more visibility and accountability. • Employee sickness absence reduces in departmental hotspot areas. • Productivity increases, and costs related to absence reduce .
9	Ensure a safe working environment and culture of wellbeing. Identify areas for development and enable improvement.	Reinforce health and safety and reduce workplace accidents	• To improve Health and Safety awareness in the workplace, and reduce accidents at work, and associated sickness absence and costs through improved working environments and practices. • Consider Elected Member Mental Health Champions
10	Ensure a safe working environment and culture of wellbeing	Ill Health Prevention interventions	• Targeted health prevention initiatives are identified for each department and across the council and delivered via public health/partners. • Sustainable wellbeing approaches are developed • Increased focus on managing mental health network of mental health support champions.

#	Wellbeing Strategy Objectives	Detailed intervention	Outcomes
	Identify the measures by which we will assess whether our workplace wellbeing support and interventions have been successful and are targeted effectively. Identify areas for development and enable improvement.		• Create an 'attendance culture' and embed 'wellness thinking'. • As employee wellbeing and resilience increases, sickness absence will reduce. • Workforce Health Needs Assessments by Public Health, to gain a more detailed understanding of the workforce needs. • Derbyshire Healthy Workplaces implemented by Public Health teams
11	Identify the measures by which we will assess whether our workplace wellbeing support and interventions have been successful and are targeted effectively. Identify areas for development and enable improvement. Clarify the roles and responsibilities for safety and wellbeing	SMTs to set local sickness targets	• DMT/SMT set their own service area sickness reduction targets for the coming year (which are appropriate to their attendance and workforce). • HR support to management in reducing identified SMART sickness absence target levels. • Incremental sickness absence improvements are seen in hotspot areas throughout the year. • Productivity increases, and costs related to absence reduce
12	Identify the measures by which we will assess whether our workplace wellbeing support and interventions have been successful and are targeted effectively. Identify areas for development and enable improvement.	Refocus/ increase HR resources	• HR resource temporarily increased, supporting managers in managing sickness absence, to drive down sickness absence rates and increase manager capability. • Hotspots and more targeted action plans are in place to reduce sickness absence.
13	Clarify the roles and responsibilities for safety and wellbeing.	Incentivise good attendance	• Consideration to be given to ways of recognising employees with 100% attendance each year. • Sickness absence reduces as employees achieve 100% attendance. • Further development of an 'attendance culture'

#	Wellbeing Strategy Objectives	Detailed intervention	Outcomes
	Identify areas for development and enable improvement. Ensure a safe working environment and culture of wellbeing		
14	Identify areas for development and enable improvement Bring together all initiatives currently in place within the Council that support and maximise the health, safety and wellbeing of employees.	Review recruitment, induction, flexible working practices	• The best staff are selected at recruitment, with the right social skills and values, and good attendance records. • Flexible working opportunities are promoted where possible to allow work-life balance, as this has been shown to reduce stress and raise employee motivation.