

## Wellbeing and Attendance Management Project - Action Plan 2019

| # | Detailed intervention                                  | Outcomes   | Activity   | Lead Responsibility   | Additional resources required       | Target implementation date                 |
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| 1 | <b>Visible leadership and attendance culture</b>       | <ul style="list-style-type: none"> <li>Leadership group to champion wellbeing in the workplace.</li> <li>Inspiring visible leadership on managing sickness and wellbeing is shown and cascaded to managers.</li> <li>Create an 'attendance culture' and embed 'wellness thinking'.</li> <li>Management sickness levels reduce.</li> </ul>  | <p>Senior Leaders to pro-actively manage sickness in management teams.</p> <p>Leaders to promote attendance wellbeing events in the workplace.</p>   | CMT and Senior Leaders                                      | None                                | June 2018 and ongoing                      |
| 2 | <b>Quarterly Sickness metrics to SMT/DMT</b>           | <ul style="list-style-type: none"> <li>Clear organisation vision and commitment to mental health awareness and support.</li> <li>Reduced stigma around mental health</li> <li>Support staff from prevention through to treatment</li> <li>Reduction in mental health related absence and ill health in the workplace</li> <li>Develop a mental health development programme including mental health awareness and leadership and management skills.</li> <li>Mental Health first aiders and champions</li> </ul> | <p>HR/APEX sickness metrics for SMT.</p> <p>SMT to identify service area hotspots and targeted action plans.</p> <p>Managers to implement and manage sickness absence cases, supported by HR.</p>                            | <p>Strategic HR Group</p> <p>Strategic Director and SMT</p> | None                                | From September 2019                        |
| 3 | <b>SMTs to set local sickness targets</b>              | <ul style="list-style-type: none"> <li>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.</li> <li>As employee wellbeing increase sickness absence will reduce.</li> </ul>   | From HR metrics, management to set local target for hotspot area improvement (i.e. 1% - 2% over a year), and monitor progress monthly.   | SMT and Heads of Service                                    | None                                | August 2018 and ongoing                    |
| 4 | <b>Centralised regular manager attendance training</b> | <ul style="list-style-type: none"> <li>Sickness absence training will be standardised and delivered centrally for consistency and to run monthly for the next 18 months.</li> <li>All managers invited to annual attendance refresher training.</li> </ul>   | Strategic HR group to agree training content, and a monthly training rota spanning all departmental HR teams to be delivered across the council to be delivered collaboratively and across localities (not Matlock centric). | Strategic HR Group  | HRSPs to pool current HR resources. | To be considered as part of HR review 2019 |

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|   |   | <ul style="list-style-type: none"> <li>• Courses venues will be centrally run and out in localities.</li> <li>• Manager capability increases, and sickness is managed more consistently, driving down absence rates.</li> </ul>  | Review and increase training and support to managers from HR.   |                            |  |  |
| 5 | <p><b>Develop workplace Wellbeing Strategy</b></p> <p><b>Implement workplace wellbeing strategy</b></p> | <ul style="list-style-type: none"> <li>• New Wellbeing Strategy developed to provide clarity on how we will manage wellbeing and attendance.</li> <li>• Create an 'attendance culture' and embed 'wellness thinking'.</li> <li>• As employee wellbeing increases, sickness absence will reduce.</li> </ul> | <p>HRSP to establish and lead a Project group to develop and implement the Wellbeing strategy. To include consultation with employee network groups and trade unions.</p> <p><u>Implementation &amp; communication:</u></p> <ul style="list-style-type: none"> <li>• Derbyshire website Wellbeing page – embed the strategy</li> <li>• DNET front page advert</li> <li>• Article in Our Derbyshire newsletter</li> <li>• SAP chiefs email to share new strategy circulate to teams/discuss at team meetings</li> <li>• Wellbeing posters for noticeboards/teams across all localities</li> <li>• Include mini poster on wellbeing in new starter welcome pack/induction process</li> <li>• Include the strategy in manager HR policy training (HR policies – attendance and wellbeing, H&amp;S training, manager induction/manager development)</li> <li>• Promote the strategy in any localised newsletters, local team meetings as appropriate</li> <li>• E-learning resource page for Wellbeing (Learning Pool System)</li> <li>• Promote wellbeing at further internal health promotion events</li> </ul> | HRSP (Children's Services) | Wellbeing project group , Public Health, Occupational Health, Health and Safety, HR and management | <p>By January 2019</p> <p>Implement from February 2019</p> |
| 6 | <b>Improve engagement</b>   | <p>Wellbeing marketing/engagement plan developed to include;</p> <ul style="list-style-type: none"> <li>• marketing campaign of posters/message for</li> </ul>   | HRSP to develop marketing/engagement plan and key deliverables, with Wellbeing Project group.   | HRSP (Children's)          | Wellbeing project group as above.  |  |

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|   | <b>and communication</b>                            | <p>employees to highlight the impact of absences of clients and their team across the council.</p> <ul style="list-style-type: none"> <li>targeted communication in high sickness areas.</li> <li>Wellbeing and health prevention activities are advertised and attended.</li> <li>health and wellbeing is discussed at appraisal My Plan level.</li> <li>Staff understand the links to poor attendance, and outcomes for clients of the service.</li> <li>Wellbeing increases, sickness absences improves and productivity improves.</li> <li>Delivery of awareness campaigns such as 'Time to Change' and '5 Ways to Wellbeing'</li> </ul> | <i>(Launch of new Wellbeing strategy and start of targeted communications).</i>   | and Strategic HR Group                                 |  | March 2019 – December 2019 |
| 7 | <b>Co-ordination of manager wellbeing training</b>  | <ul style="list-style-type: none"> <li>Wellbeing training is co-ordinated through the CCP training schedule, under the new Wellbeing section, and promoted through L&amp;D, HR and manager team meetings.</li> <li>Raising awareness, knowledge and skills through employee and manager training.</li> <li>Elected members are also included in a specific training session on mental health awareness.</li> </ul>   | <p>Learning is a blend of workshops and e-learning and is advertised and attended on:</p> <ul style="list-style-type: none"> <li>E-learning Mental Health</li> <li>Mental Health Awareness for managers</li> <li>Mental Health Awareness for frontline staff</li> <li>Mental health awareness for Elected Members <i>(to be developed by Public Health)</i></li> <li>Mental Health First Aid (MHFA)</li> <li>Resilience</li> <li>Mindfulness</li> <li>Stress management</li> <li>Health and safety workshops</li> </ul> | <p>HRSP and L&amp;D Lead</p> <p>Public Health Team</p> | Further courses may need to be added (at additional cost). | Ongoing                    |
| 8 | <b>Develop a Mental Health policy for employees</b> | <ul style="list-style-type: none"> <li>Increased visibility of sickness absence by regular HR absence metrics on all DMT/SMT agendas.</li> <li>Central and departmental data presented in the same format.</li> <li>HR monitoring of sickness levels.</li> <li>Focus on driving down absence and to create more visibility and accountability.</li> <li>Employee sickness absence reduces in departmental hotspot areas.</li> </ul>  | Wellbeing Project Group to develop with key stakeholders and HR policy team.  | Wellbeing Project Group / HR policy team               | n/a  | By October 2019            |

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|    |   | <ul style="list-style-type: none"> <li>Productivity increases, and costs related to absence reduce</li> </ul>   |   |  |  |  |
| 9  | <b>Reinforce health and safety and reduce workplace accidents</b> | <ul style="list-style-type: none"> <li>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.</li> <li>Consider Elected Member Mental Health Champions</li> </ul>  | H&S managers to review working conditions as appropriate and implement local changes.   | H&S manager (All departments)  | H&S Officers<br><br>Local management   | June 2018 and ongoing                                      |
| 10 | <b>Ill Health Prevention interventions</b>                        | <ul style="list-style-type: none"> <li>Targeted health prevention initiatives are identified for each department and across the council and delivered via public health/partners.</li> <li>Sustainable wellbeing approaches are developed</li> <li>Increased focus on managing mental health network of mental health support champions.</li> <li>Create an 'attendance culture' and embed 'wellness thinking'.</li> <li>As employee wellbeing and resilience increases, sickness absence will reduce.</li> <li>Workforce Health Needs Assessments by Public Health, to gain a more detailed understanding of the workforce needs.</li> <li>Derbyshire Healthy Workplaces implemented by Public Health teams</li> </ul> | <p>Public Health to identify relevant health prevention interventions with each departmental HRSP and SMT, based on specific departmental sickness data.</p> <p>Generic prevention for whole Council to be developed with HRSP (Childrens) and Public Health.</p> <p>Mental Health First Aiders/Mental Health Champions; develop a wider network, train more people, create support infrastructure and process map for how they can support employees/managers.</p> | <p>HRSP (Children's)</p> <p>Public Health Manager</p> <p>Occupational Health Service Manager</p> <p>Wellbeing project group to work up the case for MHFA/ Champions and process.</p> | <p>Public Health* (*Additional PH resource may be required to support all departments)</p> <p>Partners (NHS and local health voluntary sector)</p> <p>Occupational Health Services</p> | <p>Ongoing</p> <p>September 2019</p>                       |
| 11 | <b>High quality Occupational health services</b>                  | <ul style="list-style-type: none"> <li>DMT/SMT set their own service area sickness reduction targets for the coming year (which are appropriate to their attendance and workforce).</li> <li>HR support to management in reducing identified SMART sickness absence target levels.</li> </ul>   | Current review of Occupational Health Services.   | Director of OD / HRSP CCP  | Occupational Health Senior Consultant  | To be considered as part of Enterprising early starts 2019 |

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|----|--|--|--|---|---|--|
|    |  | <ul style="list-style-type: none"> <li>Incremental sickness absence improvements are seen in hotspot areas throughout the year.</li> <li>Productivity increases, and costs related to absence reduce</li> </ul>  |  |   |   |  |
| 12 | <b>Refocus/<br/>increase HR<br/>resources</b>  | <ul style="list-style-type: none"> <li>HR resource temporarily increased, supporting managers in managing sickness absence, to drive down sickness absence rates and increase manager capability.</li> <li>Hotspots and more targeted action plans are in place to reduce sickness absence.</li> </ul>                                     | Strategic Director and HRSP to agree any additional temporary resource required and recruit as necessary.  | Director of OD/Strategic HR Group and Strategic Directors | Temporary budget/<br>resource increase to HR Resource required (18mths) | To be considered as part of HR review 2019 |
| 13 | <b>Incentivise<br/>good<br/>attendance</b>   | <ul style="list-style-type: none"> <li>Consideration to be given to ways of recognising employees with 100% attendance each year.</li> <li>Sickness absence reduces as employees achieve 100% attendance.</li> <li>Further development of an 'attendance culture'</li> </ul>   | Director of OD/ Strategic HR Group to consider rewards and recognition schemes as appropriate.<br><br>A report back to CMT to agree recognition schemes. | Director of OD/<br>Strategic HR<br>Group                  | Additional resource required – as limited HR capacity in 2018           | 2019/20                                    |
| 14 | <b>Review<br/>recruitment,<br/>induction,<br/>flexible<br/>working<br/>practices</b> | <ul style="list-style-type: none"> <li>The best staff are selected at recruitment, with the right social skills and values, and good attendance records.</li> <li>Flexible working opportunities are promoted where possible to allow work-life balance, as this has been shown to reduce stress and raise employee motivation.</li> </ul> | HRSP to work with SMT to review local working practices and relevant HR policies.  | HRSP all departments and SMT                              | Additional resource required – as limited HR capacity in 2018           | 2019/20                                    |