

NORTH LINCOLNSHIRE COUNCIL

CABINET

HEALTH & WELLBEING – ACTION PLAN

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To consider the action plan drawn up in response to the Healthier Communities and Older People Scrutiny Panel report on promoting the health and wellbeing of North Lincolnshire Council's staff.

2. BACKGROUND INFORMATION

- 2.1 Following the report published by the Economic Development and Corporate Issues Scrutiny Panel in February 2010 entitled "Revisit of the Review of Sickness Absence in North Lincolnshire Council Completed in December 2001", the Healthier Communities and Older People Scrutiny Panel undertook to review how the council can better support its employees in order to encourage healthier, happier and more productive staff. The review looked at a range of evidence, considered the findings and made a series of recommendations which were approved at Cabinet in September 2010.
- 2.2 The Scrutiny Panel made 16 recommendations which included the requirement for an action plan to be formulated.

3. OPTIONS FOR CONSIDERATION

- 3.1 Attached to this paper is a proposed action plan to take forward the recommendations of the Scrutiny Panel. Cabinet has the option of approving the plan, which will provide new focus and direction to those staff identified as having a key influencing role to play in progressing the panel's recommendations.
- 3.2 Alternatively, cabinet may wish to suggest amendments to the plan.

4. ANALYSIS OF OPTIONS

- 4.1 The action plan deals with the recommendations of the Scrutiny Panel in full. Cabinet is therefore recommended to approve the plan.
- 4.2 Making amendments to the plan may result in delays to implementation.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

5.1 It is proposed that the work required to be done in order to implement the panel's recommendations, is undertaken by an existing group previously known as the "Healthy Workplace Award Working Group". This working group is currently made up of staff from across the council who have been identified as key stakeholders. The group will identify any further stakeholders required and utilise their existing contacts and links with external organisations in order to gather more specialist information/advice. The group has agreed a change of title to accompany its change of focus and will be known as the Workplace Health & Wellbeing Working Group.

6. OTHER IMPLICATIONS (STATUTORY, ENVIRONMENTAL, DIVERSITY, SECTION 17 - CRIME AND DISORDER, RISK AND OTHER)

6.1 No other implications have been identified.

7. OUTCOMES OF CONSULTATION

7.1 The action plan is supported by EMT.

7.2 The Scrutiny Panel report has been seen by trade unions, which recognise that the council wishes to improve and promote the health and wellbeing of its staff, and will work with the council to support this.

8. RECOMMENDATIONS

8.1 That Cabinet approves the action plan attached to this report.

ASSISTANT DIRECTOR, HUMAN RESOURCES

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Background Papers used in the preparation of this report:

- Healthier Communities and Older People Scrutiny Panel report entitled "Promoting the Health & Wellbeing of North Lincolnshire Council's staff" dated July 2010.

Recommendation		Action		By whom	Deadline	Progress
1	A comprehensive action plan responding to the panel's recommendation is produced within three months of Cabinet considering the report.	1a	Identify all stakeholders	Head of HR (Corporate Services)	End November 2010	Initial Health & Wellbeing Strategy Group meeting held on 19 November 10
		1b	Agree Action Plan	Health & Wellbeing Strategy Group / other stakeholders	End November 2010	Action plan agreed for submission to EMT / Cabinet / Scrutiny Panel
		1c	Communicate Action Plan Refer plan to EMT / Cabinet / Scrutiny Communicate progress to staff following agreement	Head of HR (Corporate Services) / Health Improvement and Partnerships Manager	By end February 2011	Scrutiny Panel meeting on 25 January 2011 then Action Plan to be referred to EMT / Cabinet Action Plan to be communicated widely together with publicity for achievement of the Healthy Workplace Bronze Award
2a	The council reviews its current policy and performance against the evidence based guidance from NICE on the following: (a) Promoting mental	2a	Undertake comparison and present initial feedback to Health & Wellbeing Strategy Group	Principal HR Officer (Transaction Team) / Health Improvement and Partnerships Manager	End December 2010	NICE Guidance on Healthy Eating to be included when undertaking comparison and giving feedback to Strategy Group.

	<p>wellbeing at work</p> <p>(b) Promoting physical activity in the workplace</p> <p>(c) Workplace interventions to promote smoking cessation</p>		Use feedback to inform and develop council policy and content of H&W strategy involving specialists as required	Health & Wellbeing Strategy Group / HR Policy Team	End February 2011		Feedback of results of review to February meeting of Health and Wellbeing Group to agree targets and timetable for actions
2b	That a comparison be undertaken between current policy and performance and other evidence based guidance referred to in appendix A of the report	2b		Principal HR Officer (Transaction Team) / Health Improvement and Partnerships Manager	End February 2011		As for 2a
3	<p>The council drafts a concise but comprehensive staff health and wellbeing strategy, seeking approval and adoption from Cabinet and including monitoring arrangements.</p> <p>This should include evidence based sections drafted by specialists across the authority/elsewhere and set out existing and additional</p>	3a	<p>Undertake research</p> <p>Explore LGYH examples</p> <p>Liaise with ASS/strategy</p> <p>Involve specialists</p>	Principal HR Officer (Transaction Team) / Health Improvement and Partnerships Manager	March 2011		<p>Initial research undertaken and sample Health and Wellbeing strategies obtained from local government and NHS Trusts.</p> <p>Strategy template obtained from Department of Health</p> <p>Council representatives are members of Health, Work and Wellbeing networking group run by the Department of Health to ensure wider involvement and share good practice.</p>

	proposals.	3b	Identify Specialists	Principal HR Officer (Transaction Team) / Health Improvement and Partnerships Manager	February 2011		Specialists to be identified by Health and Wellbeing Group and separate meeting arranged with them to obtain feedback and advice on draft Strategy
		3c	Create Strategy	Health & Wellbeing Strategy Group	March 2011		Draft Strategy, based on template from Department of Health, to be presented to February meeting of Health and Wellbeing Group.
		3d	EMT/cabinet/scrutiny to approve strategy	Health Improvement and Partnerships Manager / Head of HR (Corporate Services)	March / April 2011		Dependent on dates of meetings
		3e	Communicate strategy to staff following agreement	Health Improvement and Partnerships Manager / Head of HR (Corporate Services) / Strategy & Performance Officer	April 2011		
4	That the budget setting process for 2011/12 considers the provision of a budget for improving staff health and wellbeing, based on the invest to save principle.	4a	Identify costings	Principal HR Officer (Transaction Team) / Health Improvement and Partnerships Manager	January 2011		Work started to identify costs of Silver and Gold Awards and of implementing recommendations in Health and Wellbeing Action Plan Some information on health and wellbeing initiatives obtained from other councils identified through CIPFA benchmarking group
		4b	Consider provision of budget	Assistant Director HR / Service Director Finance	February 2011		

		4c	Incorporate in strategy	Health & Wellbeing Strategy Group	March 2011		
5	The existing corporate Health and Fitness Scheme be marketed more extensively to staff, and that the current minimum 12 month membership criteria for the scheme be lowered to 6 months.	5a	Liaise with Sports Facilities and payroll	Principal HR Officer (Transaction Team) / Head of Sports Facilities	End December 2010		Minimum length of leisure membership reduced to 8 months (in line with public scheme) with effect from 1 January 2011 and information on intralinc updated
		5b	Utilise internal promotional tools e.g. screen savers, People etc to promote the Leisure and Golf schemes	Principal HR Officer (Transaction Team)/ Head of Sports Facilities / Strategy & Performance Officer	February / March 2011		Scheme to be promoted following agreement of reduction in minimum membership by Scrutiny Panel
		5c	Develop Health & Wellbeing page on intralinc to include Leisure Schemes	Health Improvement and Partnerships Manager / Principal HR Officer (Transaction Team) / IT Assistant (ESIM)	End January 2011		Employee benefits page established on intralinc (under employee matters) with effect from 1 January 2011 and leisure and golf membership scheme information moved to new area for easier access by employees New page to be publicised together with achievement of Bronze Award

6	That a clear policy is developed which sets out how the council intends to increase walking, running and cycle usage amongst staff based upon the good practice and commitments the council made when signing up to the Cycle to Work Guarantee scheme.	6a	Identify actions / commitment / timescales to feed into strategy	Principal HR Officer (Transaction Team) / Health Improvement and Partnerships Manager	January 2010		
		6b	Review existing physical activity strategy and identify actions related to employees	Head of Sports Facilities / Health Improvement and Partnerships Manager	January 2010		Active Choices & Active Futures Strategy covers North Lincolnshire, including employees. There has been some physical activity development with lunchtime table tennis, walks and activity classes. Sport England campaign used to raise awareness amongst employees on the need to undertake physical activity. The golf / fitness membership schemes have been promoted through various channels
		6c	Liaise with Highways and Transport Team re the Travel Plan and Cycle to Work Guarantee Scheme	Principal HR Officer (Transaction Team)	Ongoing		Dates for future Cycle2Work windows to be agreed – possibly March / June / October 2011? Cycle and shower facilities to be improved during Worksmart programme – showers already available in some council buildings Travel Plan in place for Church Square House
7a	One manager per team/section receives locally provided Mental Health First Aid training	7a	Explore inclusion in Manager induction and cost	Principal HR Officer (Transaction Team) / Head of Organisational Development	March 2011		Meeting held to discuss options and costs provided for consideration. L&D to evaluate MHFA course in February and decision to be taken about format to be used for manager training. Various options available for training, including induction and

							targeted sessions for managers over concentrated time period
7b	Ensure that trained managers can access support from trained peers	7b	Once training completed, email service directors and request nominations from each area	Head of Organisational Development	June 2011		
7c	Incorporate information/advice on benefits of practices such as meditation, options for engaging in physical activity etc in respect of mental ill health into the induction process.	7c	Liaise with Mental Health, NLC Welfare and Health Improvement and Partnerships Manager for information Revise Employee Benefits induction leaflet to reflect Adapt Health Day information booklet for inclusion in induction and for information on intralinc	Principal HR Officer (Transaction Team) Principal HR Officer (Transaction Team) / Head of Organisational Development Principal HR Officer (Transaction Team) / Head of Organisational Development	End December 2010 End January 2011 End January 2011		Meeting held with Mental Health service representatives and welfare services to discuss mental health recommendations and actions and agree ways of working together Consideration to be given to use of Positive Steps leaflet which promotes mental health/ emotional wellbeing and positive actions to make a difference
8	Methods of promoting good physical and mental health, including the need for early support and intervention where required, should be a key element of the induction process for all new staff	8a	Incorporate info into induction process	Principal HR Officer (Transaction Team) / Head of Organisational Development	End January 2011		Positive Steps leaflet and information to be incorporated into future training and added to the intralinc for access by employees
		8b	Devise leaflet containing information	Principal HR Officer (Transaction Team) / Head of Organisational Development	End January 2011		As for 8a

9a	Future arrangements must be sensitive to the needs of staff and their families attending the Welfare and Counselling Service	9a	Consideration to be given to location as part of the worksmart agenda	Head of Health, Safety & Welfare /Programme Director Worksmart	Review in April 2011		Discussions have begun but no decisions made
9b	That future arrangements take into account where the Welfare Service could work closer alongside the Occ Health service	9b	As above – new location in Scunthorpe being considered as accommodation for both Welfare and Occ Health	Head of Health, Safety & Welfare / Welfare Manager / Occ Health / Programme Director Worksmart / Head of HR (Corporate Services)	Review in April 2011		Discussions ongoing
9c	That the five point HSE guidance should be a key mechanism for ensuring the council has robust plans to minimise and tackle excessive stress.	9c	Consider how/when Council can utilise/incorporate for best outcomes	Head of Health, Safety & Welfare / Welfare Manager/Occ Health	Early January 2011		HSE guidance already implemented and well received by HSE inspection
10	The council to complete the five steps for employers to reduce stress and that its findings and future policies be set out in the proposed health and wellbeing strategy	10a	Link to Strategy	Head of Health, Safety & Welfare / Welfare Manager/Occ Health / Health & Wellbeing Strategy Group / HR Policy Team	Early January 2011		Stress policy to be reviewed in preparation for inclusion in Health and Wellbeing Strategy
		10b	Consider capacity for increase in Managing stress training?		January 2011		Discussed at joint meeting - to be considered as part of review of current provision

11a	To begin discussions with NHS North Lincs Stop Smoking Service to provide regular staff sessions based on demand.	11a	Explore availability of sessions with Health Improvement Team	Principal HR Officer (Transaction Team) / Tobacco Control Strategy Co-ordinator	December 2010		Discussions ongoing with Specialist Stop Smoking Service about providing initial session for employees to gauge interest and then arrange suitable provision on an ongoing basis Publicity to be co-ordinated with No Smoking Day
11b	Extend time off policy to cover attendance at NHS provided Stop Smoking sessions	11b	Give consideration to when smoking cessation sessions available (limited admin capacity)	Head of HR (Corporate Services) / Assistant Director HR	January 2011		Current policy to be reviewed and decision made
11c	Ensure all managers aware of policy	11c	Consider utilising Policy Matters	HR Policy Team	February 2011		Policy to be publicised once agreed
11d	Once sessions established, these be publicised to staff	11d	Utilise internal communication tools e.g. screen savers etc	Strategy & Performance Officer	January 2011		Policy to be publicised once agreed
12	Publicise the Smoke free Homes scheme to all staff via the Internal Communications Network.	12	Utilise internal communication tools e.g. screen savers etc	Tobacco Control Strategy Co-ordinator / Principal HR Officer (Transaction Team) / Strategy & Performance Officer	January 2011		Ongoing promotion / distribution of existing info to council premises

13a	Review HR policies to ensure that, wherever possible, all positions are suitable for lone parents, carers, people with mental and physical health problems and other vulnerable groups.	13a	HR policies are reviewed on an ongoing basis	HR Policy Team	Ongoing		
13b	Review to ensure these groups and staff at the lowest grades can access the available vocational training and life long learning	13b	Produce statistical information analysing take up by grade/disability status Provide information to management to agree appropriate action and gain commitment in areas of non compliance/low attendance	Strategy & Performance Officer Head of HR (Corporate Services)	End January 2010 End January 2010		Reports produced and analysis ongoing
14a	That the WorkSmart programme is accompanied by staff Health Impact Assessments, with guidance from the Director of Public Health and others as appropriate	14a	Ensure need for assessments understood and undertaken	Head of HR (Corporate Services) / Health Improvement and Partnerships Manager / Programme Director Worksmart / Director of Public Health / senior management	End December 2010		Meeting held to discuss generic integrated impact assessment already completed for Worksmart and agree future action, including assessment prior to changes in each workplace to identify problem areas
14b	The council improves its current staff communication methods on WorkSmart , ensuring that all staff likely to be affected are kept fully informed	14b	Review current methods of communication and make improvements where required	Programme Director Worksmart	End December 2010		Communication methods include use of intralinc / email / telephone help numbers and attendance at management briefings, EMT, SMT, staff meetings, building client user meetings, CIT and CCG meetings, articles in People, building and councilwide briefings and two surgeries at Church Square House

							with UNISON in attendance Possibility of including Worksmart representative on Health and Wellbeing Group to be explored Notes of Health and Wellbeing meetings to be sent to Worksmart Team
15a	Each Culture Imp Team includes an agenda item on staff health & wellbeing for their meetings.	15a	To be raised at future meeting to discuss most appropriate approach	Head of Organisational Development / Strategy & Performance Officer	February 2011		Work to be undertaken with Culture Improvement Teams
15b	A method of sharing good practice on staff health and wellbeing, or any other issue, across CIT's and other relevant groups is developed and implemented	15b	To be raised at future meeting to discuss most appropriate approach	Head of Organisational Development / Strategy & Performance Officer	February 2011		Work to be undertaken with Culture Improvement Teams
16a	The council raise this issue with all organisations and reps on the Local Strategic partnership, highlighting the evidence that simple steps can provide better support for staff, which in turn can lead to major financial savings.	16a	Feed information through to North Lincs Partnership (was LSP) through identified contact	Health Improvement and Partnerships Manager / Health Trainer and Workplace Health Programmes Coordinator	End December 2010		Health Trainer and Workplace Health Programmes Coordinator to attend future meetings of Health and Wellbeing Group and liaise with partner organisations

16b	That in the longer term, this message be relayed to other employers who are not currently represented on the LSP	16b	Establish link with Economic Development team to identify employers and best methods of communication	Principal HR Officer (Transaction Team) / Economic Development Manager / Health Improvement and Partnerships Manager	June 2011		
		16c	Provide and feed information to appropriate organisations	Health Improvement and Partnerships Manager / Health Trainer and Workplace Health Programmes Coordinator / Director of Public Health	June 2011 / Ongoing		

Additional actions agreed:

Meeting Action
In progress

Lead

By

Progress