

PPMA Awards – Lets Talk Wellbeing

Best wellbeing, engagement or flexible working initiative

HOW LINCOLNSHIRE COUNTY COUNCIL CREATED AN EMPLOYEE HEALTH AND WELLBEING STRATEGY BASED ON BEST PRACTICE

The impact this work has had on Lincolnshire County Council

Partnership working between HR and Public Health throughout 2018 has resulted in the publication of a Employee Health and Wellbeing Strategy for 2019 and beyond that incorporates best practice from Local Government, the World Health Organisation (WHO), the NHS, the Royal Society of Public Health and the Chartered Institute of Personnel and Development. The impact this project has had on Lincolnshire County Council has been significant from an engagement and organisational development perspective. It has engaged and motivated the whole workforce, addressed issues that affect workplace wellbeing and provided a framework that will evolve in line with the Lincolnshire Joint Health and Wellbeing Board's objectives.

The measures of this have been:

- Evaluation from the Council's Corporate Diversity Group
- Feedback from members including Cllr Sue Woolley – Portfolio Holder for NHS Liaison and Community Engagement and the Chair of the Lincolnshire Joint Health and Wellbeing Board
- Phonetic analysis of the feedback from the Engagement Groups
- Feedback from Organisational Development Steering Group with representation from all Service/Director Areas
- Increased engagement in corporate initiatives such as Global Corporate Challenge
- Continued decrease in sickness absence
- Positive feedback and engagement in relation to developing the training plan for workplace health issues for 2019-20
- Commitment by Corporate Management Board to a "Champion" for Health and Wellbeing at the most senior level

- Feedback from the Employer Value Proposition workshops
- Improved relationships between Senior Management and the LGBT+ group
- Improved relationships with Trade Unions through the informal and formal routes
- Increased partnership working with the NHS, District Councils, local Colleges and Lincoln University, the 3rd Sector and Lincolnshire Police

How Lincolnshire County Council (LCC) involved key stakeholders in the work

LCC's Organisational Development Steering Group were identified as the ideal reference group. The members included representatives from all Service/Director Areas, Unions and Health and Safety, along with HR. A framework was developed which incorporated the CIPD 5 domains of wellbeing, the NHS' 8 elements of workplace wellbeing and LCC's Workforce Plan priorities

Workshops were held with the group to identify the aims and strategic priorities for workplace wellbeing from the representatives perspective during May to July 2018 and to rank these priorities and identify benefits and challenges.

These were shared with the People Management teams across LCC and Serco (the partner organisation who provide transactional HR for LCC). Then with the Corporate Diversity Group, the LGBT+ group and the Senior Management Group, more than 200 stakeholders were involved in the engagement to develop the Employee Health and Wellbeing Strategy.

7 Priorities were identified through the engagement work, national data was compared to identify what each priority tells us, and objectives were set to deliver on the priorities.

A Delivery Plan was drafted to identify how, by whom and by when the priorities will be achieved. The delivery plan identifies clear and measurable improvements we will make. An accountability and governance framework has been agreed and measures have been identified that will be monitored by the Organisational Development Steering Group.

As part of the continuous work in LCC on the Employers Value Proposition, workshops were held with representatives from 10 different employee groups where we find it difficult to recruit and retain staff. The development and production of the Employee Health and Wellbeing Strategy was identified during these as one of those initiatives that brought value to LCC because of the level of engagement and recognition that the employee's voice is given.

The approach to the project and why it is different to work we normally undertake

Historically the Employee Health and Wellbeing strategy has been a document developed and owned by HR with no involvement from Public Health and previous engagement was primarily with managers. This strategy has been produced through engagement with employees from all Service/Director Areas and at all levels, members, People Management – including HR OD and Payroll the Corporate Diversity Group and members of the subgroup LGBT+.

The concept of introducing an Employee Health and Wellbeing strategy in partnership with Public Health and based on best practice was new to LCC. Research through the CIPD and PPMA has clearly identified the benefits. The presentations at PPMA Conference in 2018 reinforced the benefits and rationale.

The arrival of the new Director of Public Health to LCC was the catalyst. He met the HR Service Delivery Manager - as part of his induction and their joint enthusiasm convinced Corporate Management Board that this was the way forward. Research was undertaken on other Local Government Health and Wellbeing strategies including Nottingham, Trafford, Rochdale, Leicestershire, Oxford, Cardiff, West Lothian, and Haringay. It was identified that LCC's previous approach had been consistent with these other Authorities.

Our previous strategy focussed upon educating and informing employees about the importance of health and wellbeing and a healthy work life balance – and at that time it was right for the organisation and for our employees. This strategy takes that further and incorporates evidence based practice to inform, the workplace wellbeing offer. It has been produced from the contributions from the employees and stakeholders.

Incorporation of HR and WHO best practice is an integral part of this strategy. The supplementary documents include:

- The National Policy Background
- A full stakeholder engagement report
- Toolkits
- National Practice Guidelines

We are aware of our employee demographics and the increase in caring responsibilities along with the aging workforce – the strategy includes reference to

support for Carers, and to tackling Presenteeism. We will continue to explore the areas that inevitably will, in the future, affect our employee's health and wellbeing.

WHO research has been used to identify the national data and how it impacts upon our own LCC priorities and objectives. A traffic light system of identifying how priorities and objectives are being met will be incorporated in the management of us delivering the strategy. The CIPD's Well Being at Work 2018 research has been incorporated into our thinking along with the Royal Society of Public Health's Rethinking the Public Health Workforce report of 2015 and the CIPD's Our Health and Wellbeing at Work 2018 survey. Never before have we been able to incorporate this wealth of best practice in our own Employee Health and Wellbeing Strategy. And never before have we engaged and involved our own employees so significantly in creating it.

The Employee Health and Wellbeing Strategy will be published in early 2019. It is the development, engagement, research and production of it that we feel is worthy of consideration for the panel for the PPMA Awards. We sincerely hope that the delivery of it will be our submission for the 2020 PPMA Awards!!!!