

### Employee Wellbeing Framework

[Include a statement from the Deputy CEO (as Wellbeing Sponsor) outlining commitment to employee wellbeing]

#### 1. Introduction

- 1.1 The Employee Wellbeing Framework outlines the council's commitment to helping and encouraging its employees to look after their wellbeing.
- 1.2 The Framework compliments the East Herts Health and Wellbeing Strategy 2019-23 which outlines the council's commitment to helping the community to look after their health and wellbeing.
- 1.3 Investing in employee wellbeing means more engaged and motivated employees, which in turn improves the customer service experience and the overall performance of the council.
- 1.4 The Framework supports:
  - the key themes of the council's HR and OD Strategy;
  - employees to model the council's values and behaviours – Here to help, We Work Together, and We Aim High;
  - increasing employee morale and engagement, a healthier and more inclusive/supportive workplace culture, and lower sickness absence/increased productivity to support delivery of the Corporate Plan (SEED – Sustainability at the heart of everything we do, Enabling our communities, Encouraging Economic Growth, and Digital by Design).

#### 2. What is employee wellbeing?

- 2.1 The *East Herts Health and Wellbeing Strategy 2019-23* states that:

“Wellbeing is closely connected to our health and is associated with a sense of purpose and contentment; it often relates to our values and beliefs. A sense of wellbeing can be experienced through a mix of physical, mental, emotional or spiritual wellbeing”.

2.2 The Chartered Institute of Personnel and Development (CIPD) says that:

“Fostering employee wellbeing is good for people and the organisation. Promoting wellbeing can help prevent stress and create positive working environments where individuals and organisations can thrive. Good health and wellbeing can be a core enabler of employee engagement and organisational performance”.

It adds that’s:

“Investing in employee wellbeing can lead to increased resilience, reduced sickness absence and higher performance and productivity”

2.3 The (CIPD) makes reference to the research undertaken by PricewaterhouseCoopers, which was commissioned by the Health Work Wellbeing Executive. The research “points to a wealth of evidence suggesting a positive link between the introduction of wellness programmes in the workplace and improved business key performance indicators”.

2.4 The CIPD added that “the research shows that health and wellbeing does not have to be treated as an ‘add-on’ or ‘nice-to-have’ activity by organisations – if employers place employee wellbeing at the centre of their business model and view it as the vital source of value creation, the dividends for organisational health can be significant”.

2.5 The CIPD's 2020 Health and wellbeing at work survey identified the top three benefits of employers increasing their focus on employee wellbeing:

- better employee morale and engagement;
- a healthier and more inclusive culture;
- lower sickness absence.

### **3. Aims of the Framework**

3.1 The aims of the Framework are:

- to empower staff to take responsibility for their health and wellbeing;
- to create a wellbeing culture;
- for the council to be recognised as an employer that supports employee wellbeing, adding value to recruitment and retention.

### **4. How will the council support employee wellbeing?**

4.1 The council has a lot in place to empower staff to take responsibility for their health and wellbeing. In addition to the Live Well, Work Well (LWWW) programme (see paragraphs 4-3 to 4.6) which is refreshed each year in response to, for example employee feedback and national and local awareness campaigns, the table below shows the key elements of support the council provides in relation to:

- Health (Mental, Physical, Financial and Social);
- Work (Work environment, Line management, Work demands, Pay and Reward);
- Values and Principles (Leadership, Ethical Standards);

- Personal Development (Career Development, Lifelong learning).

4.2 The support included in the table, and in the LWWW programme, demonstrates the council's commitment to creating a wellbeing culture. This in turn will help the council to be recognised as an employer that supports employee wellbeing, thus improving recruitment and retention.

**Table 1 - Key elements of wellbeing support for employees**

<b>Key Area</b>	<b>Elements</b>	<b>Wellbeing Opportunities</b>
<b>Employee Health</b>	<b>Mental Health</b>	Access to trained Mental Health First Aiders
		Mental Health Support from Able Futures
		Occupational Health Support
		Counselling via the Employee Assistance Programme
		Wellbeing Hub on the intranet for sources of support (for example Samaritans)
		Wellbeing Centre on MyRewards, for example access to articles and tools
		Stress Management including the use of the HSE Stress Risk Assessment Tool
		Mental Health training for Managers
		Bitesize sessions for employees, for example Mindfulness, sleeping well
		Promotion of local and national mental health awareness events, for example Time to Talk Day, Mental Health Awareness Week.
		Training managers to have difficult

		conversations
		Signed up to the Mental Health at Work Commitments
		Wellbeing Champions
		Buddy Scheme for new starters
	<b>Physical Health</b>	Cycle to Work Scheme
		Subsidised yoga classes
		Weekly lunchtime health walks
		Employees Badminton Club
		Onsite NHS Health Checks/Health MoTs
		Flu jab provision
		Health and wellbeing calendar of events and Health education information campaigns to promote and support both national and local initiatives
		Disability Confident Employer
		Occupational Health Support
		Subsidised leisure centre membership
		Supportive absence management, phased return to work, adaptations and adjustments to work environment
		Smoking cessation initiatives
	<b>Financial</b>	Financial support via the Employee Assistance Programme (for example debt management advice)
		Financial support and tools via the MyRewards Wellbeing Centre, for example budget calculator, money management advice
		Financial Wellbeing signposting, for

		example articles from Citizens Advice East Herts
		Pensions information workshops including pre-retirement seminars
	<b>Social (sense of belonging)</b>	Employee Volunteering Scheme
		Positive co-worker relationships
		Generous annual leave allowance
		Employee-led social responsibility events, for example Macmillan Cake sales, tree planting
		Encouragement of Self Organised Groups (SOG), for example carers group
		Celebrating different communities, for example Black History Month
		Dress down days
		Book swapping
		Give as You Earn
<b>Work</b>	<b>Work Environment</b>	Ergonomically designed working areas
		Breakout areas including a reflection room
		Kitchens with lunch making facilities and free tea and coffee
		IT system which supports agile working
		Risk Assessments
		Shower and changing facilities
		Safe Cycle Storage
	<b>Line Management</b>	Effective People Management Policies

		Regular one to ones
		Training for line managers
		Sickness Absence Management
		Participative management practices
	<b>Work demands</b>	Clear job roles and design
		Flexible working including start/finish times, part time and moving towards further agile working
		Culture of work/life balance
		Job satisfaction
		Based on output and not hours or 'presenteeism' culture
	<b>Pay &amp; Reward</b>	Fair pay and benefits
		Employee Benefits Scheme
		Employee Recognition Scheme
		Employee Suggestion Scheme
		Performance Development Review Scheme
<b>Values &amp; Principles</b>	<b>Leadership</b>	Clear corporate priorities
		Core values and behaviours (these are being developed)
		HR and Organisational Development Strategy
		Leadership Team and Senior Management Team
		East Herts Together group
		Trust Culture
		Open and approachable
		Workplace Wellbeing Plan

		Quarterly all staff employee Briefings
	<b>Ethical Standards</b>	Welcomes and supports equality and diversity, providing equal opportunities for all
		Social responsibility for example Dementia Friends training
		Disability Confident Employer
		Wellbeing Framework in place to support staff wellbeing and demonstrate commitment
		Clear values and behaviours
		Work experience and volunteering opportunities
		Commitment to sustainable practices
<b>Personal Development</b>	<b>Career Development</b>	Performance Development Plans
		Career Development
		Performance Management
		Work Experience
		Apprenticeship Programme
		Work placements
		Succession planning
		Secondments
		Training opportunities including e-learning
		Mentoring and Coaching
		Cross-service working groups
	<b>Lifelong learning</b>	Corporate Training Programme
		Flexible training programmes that meet current trends and changes
		Management Training



		Career opportunities
		Challenging and rewarding work

**Live Well, Work Well (LWWW) programme**

4.3 The council has an employee wellbeing programme, ‘Live Well, Work Well’ (LWWW), which includes a variety of offers/activities to support employee health and wellbeing.

4.4 The LWWW programme has three overarching principles, to:

- support greater social interaction, thus strengthening informal support networks;
- provide practical help and advice in a fun and inclusive way;
- demonstrate employer care.

4.5 The programme runs each year from 1 April - 31 March and is refreshed each year taking into account:

- feedback from employees, for example from the 2020 Staff Survey and in the future from, for example Pulse Surveys and via Wellbeing Champions;
- national and local wellbeing initiatives throughout the year, for example Mental Health Awareness Week;
- activities already scheduled as part of Healthy Hub East Herts;
- the success of previous events based on employee feedback and attendance levels;
- value for money of events;
- the diverse wellbeing needs and working patterns of employees;
- to cover a variety of wellbeing offers, for example mental, physical, financial.

4.6 The agreed programme for the year will be communicated to employees, for example via Connect and Team Update, and will be located on the Wellbeing Hub on the intranet.

### **Wellbeing Champions**

4.7 The council will engage Wellbeing Champions from each service to help support employee wellbeing across the council.

4.8 The role of the Wellbeing Champions will be to:

- represent their service on matters of employee wellbeing;
- input into wellbeing offers for the Live Well, Work Well programme;
- ensure employee wellbeing offers are promoted in their service area;
- play an active role in the Wellbeing Group which will include Wellbeing Champions and Mental Health First Aiders.

4.9 Wellbeing Champions will not require any formal training for their role. It is anticipated that some of the existing Mental Health First Aiders may wish to also become Wellbeing Champions.

### **Mental Health at Work Commitment**

4.10 The council will sign the Mental Health at Work Commitment which is based upon the Thriving at Work standards and is a set of actions that any organisation can follow to improve and support the mental health of their employees. Signing up to the Commitment is a way of declaring publicly that mental health at work is a priority for the council which will help support the council to become an employer of choice.

4.11 The six standards are:

1. Prioritising mental health in the workplace by developing and delivering a systematic programme of activity
2. Proactively ensure work design and organisational culture drive positive mental health outcomes
3. Promote an open culture around mental health
4. Increase organisational confidence and capability
5. Provide mental health tools and support
6. Increase transparency and accountability through internal and external reporting

4.12 The council has measures in place that mean it is likely to already meet the six standards however the proposed framework sets out the council's commitment more clearly and joins up current/emerging practice. By signing the commitment, the council will also be able to access tools that will help identify potential improvement and access best practice.

## **5. How will we measure the outcomes?**

5.1 There are a number of ways of measuring the outcomes of this Framework such as:

- reduced absence especially in relation to work related stress;
- reduced accidents;
- low turnover/retention of talent;
- higher performance through the performance development review (PDR) process;
- reduced performance and people management issues;
- higher levels of customer satisfaction and feedback;
- feedback from employees via, for example, pulse surveys;

- feedback from employees on Live Well, Work Well events;
- increased employee engagement;
- greater participation in health and wellbeing initiatives offered;
- council recognised as an employer who supports employee wellbeing (e.g. demonstrated by employee testimonials);
- third parties offering to work with the council on wellbeing issues.