Employee Health and Well Being Strategy

Introduction

1. The importance of employee health and well-being has become more widely recognised in the UK in recent years. Whilst it remains critical that we protect employees from the risk of unsafe working practices, the complex changes in the world of work and in society at large mean that individuals can now be at risk from other organisational and wider environmental pressures that can lead to psychological and physical harm.

2. At South Hams/West Devon, the past few years have seen unprecedented change in the way we work; with a significant reduction in the number of people, big changes in technology, innovation in the way we design and manage our teams and a greater emphasis on how, when and where we do work rather than a simple focus on what we do.

3. This Health and Well-Being Strategy is a commitment to create a working environment and culture that allows our people to flourish and achieve their full potential for the benefit of themselves and our organisation.

4. The Strategy brings together the policies, practices and activities that promote health and well-being and is a starting point for identifying new initiatives that will help us become a better organisation to work for.

Our Approach – the 4 territories of health and well-being

5. Our model identifies four inter-related territories of employee health and well-being. Each territory has supporting components and, in turn, policies, practices, activities and initiatives that demonstrate and deliver our commitment to promoting an organisation focussed on the health and well-being of its people.

6. The model is a framework and should not be seen as exhaustive. Indeed, a large part of employee well-bring is giving people the opportunity to bring forward ideas and suggestions to improve our work, both in terms of the way we deliver services through system and processes and also how we create the sustainable working environment that promotes health and well-being and protects our people from wider physical and psychological risks inherent in the modern world.

7. There is a large degree of inter-dependency and overlap between the territories and supporting components. For example, strong and effective line management should be a feature that runs through many of the components as it is not only central to the effective management of performance and absence but also a core enabler of effective employee voice and personal growth.

8. The Health and Well-Being Community of Practice has responsibility for the formulation of a delivery plan to meet the commitments in this strategy.

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The Four Territories of Employee Health and Well-Being

Health – physical health, physical safety and mental health

Physical Health	Physical Safety	Mental Health
Healthy Living	Safe Working Practices	Counselling and EAP
Medical Screening	Safety training & PPE	Stress awareness and management
Occupational Health	Health and Safety At Work	Reslience and Mindfullness
Effective absence management	Lone and Agile working	Mental health awareness

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We will promote the physical health of our people by:

- Creating a Healthy Living group to champion and promote activities
- Hosting medical screening events at our worksites hosted by our leisure partners
- Use Learning Pool to send out a schedule of healthy living messages
- Promote healthy living initiatives through Learning Pool, such as healthy eating, alcohol and tobacco awareness, fitness
- Referrals to Occupational Health
- Effectively managing absence

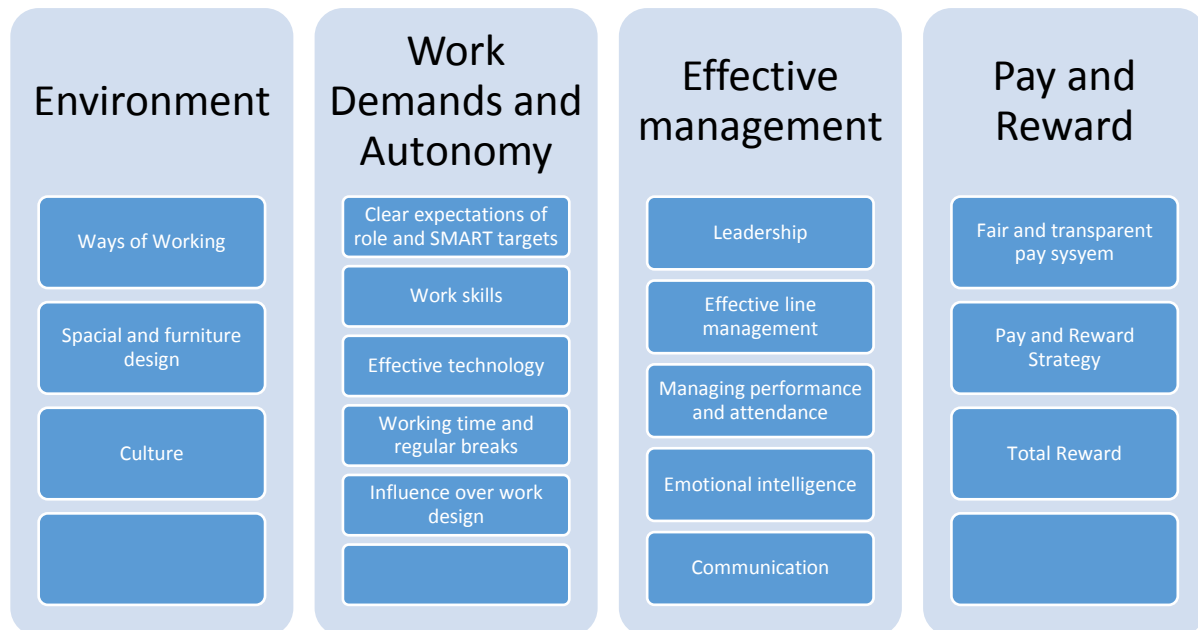**We will promote the physical safety of our people by:**

- Adopting safe working practices throughout the organisation
- Carrying out and keeping under review risk assessments wherever necessary
- Providing all necessary safety training
- Providing all necessary personal protective equipment (PPE)
- Adopting safe working practices for lone and agile workers

We will promote the mental health of our people by:

- Providing a self-referral counselling service
- Providing open access to a range of advisory and counselling services through an Employee Assistance Programme (EAP)
- Promote mental health initiatives and provide access to information and support
- Build resilience by providing access to relevant training on coping with change, mindfulness and building resilience
- Ensure all line managers understand the causes and can identify early signs of workplace stress and can signpost to support

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Work – working environment, work demands & autonomy, effective management and pay & reward

Environment	Work Demands and Autonomy	Effective management	Pay and Reward
Ways of Working	Clear expectations of role and SMART targets	Leadership	Fair and transparent pay sysyem
Spacial and furniture design	Work skills	Effective line management	Pay and Reward Strategy
Culture	Effective technology	Managing performance and attendance	Total Reward
	Working time and regular breaks	Emotional intelligence	
	Influence over work design	Communication	

We will promote well-being in the working environment by:

- Adopting flexible working practices that enable our people to strike a good work-life balance
- Providing working spaces and furniture at our main offices that are ergonomically designed
- Encourage regular breaks from working in front of a screen
- Promote the effective use of communal space and support a culture where people foster positive working relationships

We will empower our people in their job by:

- Setting clear expectations about performance
- Setting SMART targets that enable success to be measured
- Providing the opportunity to acquire and retain the necessary key work skills through a comprehensive mixed delivery learning and development programme
- Providing effective technology to support efficient working
- Encouraging challenge to way work is designed and listening to ideas to for continuous improvement

We will effectively manage our people by:

- Displaying strong corporate leadership
- Equipping line managers with the right tools and skills to be effective
- Manging performance and attendance consistently and fairly
- Ensuring there are regular and accessible channels of communication
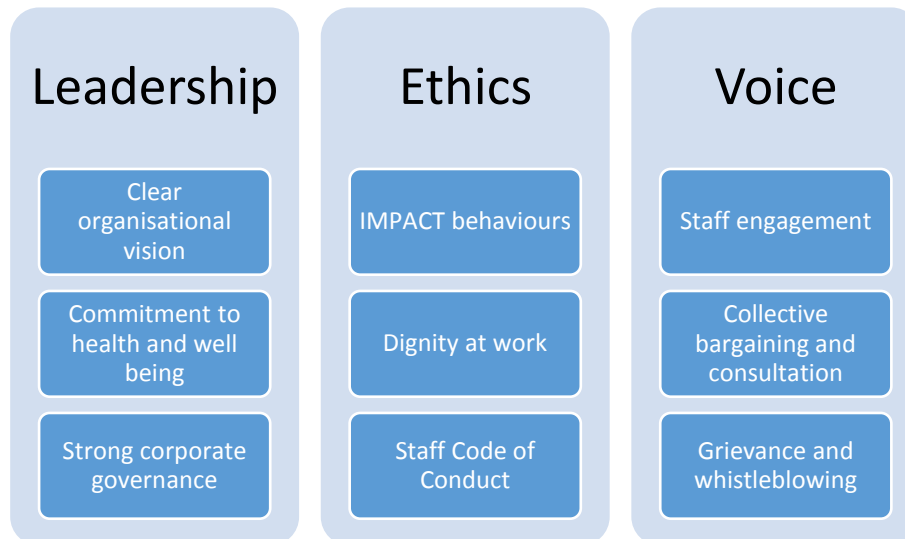- Instilling emotional intelligence in our interaction with people

We will reward our people by:

- Maintaining a fair and equitable pay system and structure

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- Publishing an annual Pay and Reward Strategy
- Developing a Total Reward approach and including components that employees value

Values – leadership, values and employee voice

Leadership	Ethics	Voice
Clear organisational vision	IMPACT behaviours	Staff engagement
Commitment to health and well being	Dignity at work	Collective bargaining and consultation
Strong corporate governance	Staff Code of Conduct	Grievance and whistleblowing

We will provide strong leadership by:

- Developing a strong corporate vision that everyone understands and can buy into
- Developing strong governance arrangements
- Committing to the health and well-being of our people

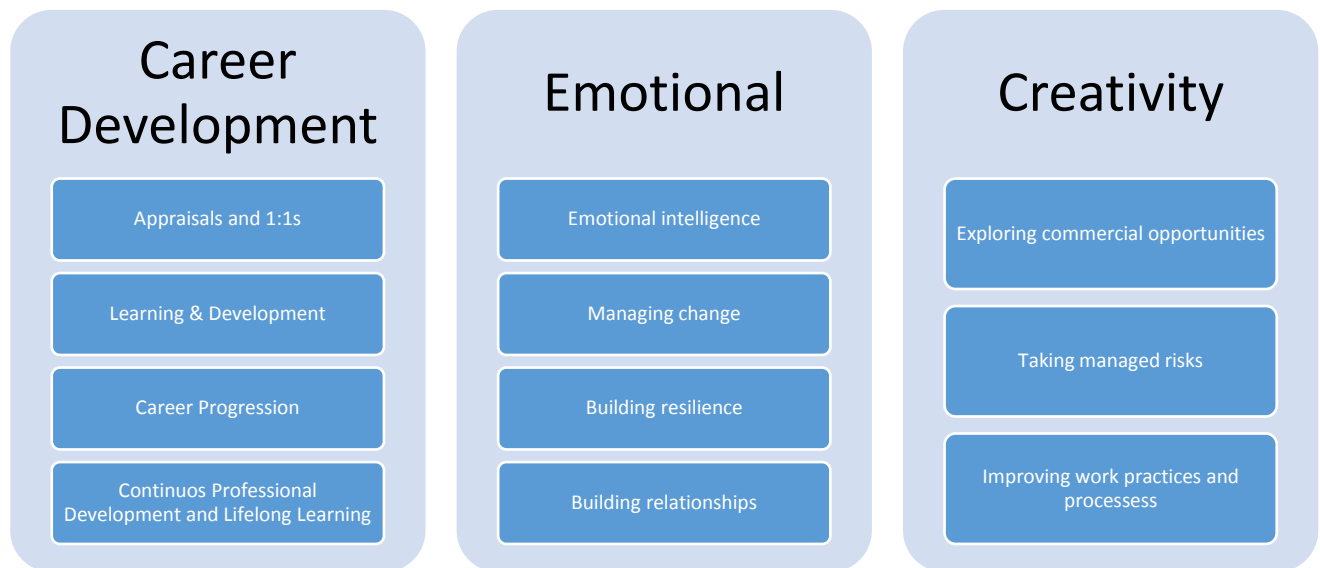**We will build a strong ethical base for our organisation by:**

- Continuing to work with the IMPACT behavioural framework
- Developing a Staff Code of Conduct so that all our people understand expected behaviour and conduct
- Supporting the right to dignity at work for all

We will give our people a strong voice at work by:

- Being committed to strong employee engagement through staff briefings, e-communication
- Holding an open and honest staff survey each year and tracking our progress against issues raised
- Supporting local and national collective bargaining and understanding the important role played by recognised trade unions in employee relations
- Supporting a Staff Forum
- Consulting on proposals that have significant impact on working lives
- Removing all barriers to our people reporting wrongdoing (Whistleblowing) or raising grievances

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Personal Growth – career development, emotional well-being and creativity

Career Development	Emotional	Creativity
Appraisals and 1:1s	Emotional intelligence	Exploring commercial opportunities
Learning & Development	Managing change	Taking managed risks
Career Progression	Building resilience	Improving work practices and processess
Continuos Professional Development and Lifelong Learning	Building relationships	

We will support the career development of our people by:

- Making sure everyone has a meaningful annual performance appraisal
- Making sure everyone has regular 1:1 discussions with their line manager
- Making sure everyone receive regular and constructive feedback on their performance
- Providing access for everyone to professional, personal and elective learning and development opportunities to promote continuous development
- Wherever possible, opening up vacancies to internal candidates to encourage career development and progression
- Wherever possible offer opportunities to act up into a more responsible or different role
- Wherever possible, offer secondment opportunities

We will support people's emotional well-being by:

- Embracing the concept of emotional intelligence to understand individual need when managing and interacting with people
- Equip people to manage change constructively
- Equip people to build resilience in the workplace and in their personal lives
- Equip people to build, retain and develop effective and positive working relationships

We will encourage people to be creative and innovative at work by:

- Providing opportunities to explore commercial opportunities
- Supporting the taking of managed risks in service delivery
- Listening to suggestions for improvements in work processes and practices
- Reward innovation that improves customer service

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