Workforce Wellbeing Strategy 2022 – 2026: Protecting, Promoting and Supporting Wellbeing at Work

If we try to secure the well-being of others, we will, at the same time, create the conditions for our own.

DALAI LAMA

Contents

1. Foreword

Everything the Council does for its residents, local businesses, and customers depends on the people we employ. It is therefore essential we take good care of our staff. Haringey is a vibrant and diverse borough, with huge opportunities and exciting challenges. It is also a place where some of our residents have difficult lives. So working in Haringey is not always easy. We want staff to view those challenges as positive opportunities to make a difference and for personal growth.

People may struggle with their wellbeing on a number of fronts. Difficulties at home affect people at work, and vice versa. For this reason it is important that when we say we want to support the wellbeing of our staff that we consider the whole person. This strategy looks at both mental and physical wellbeing, and it also looks at key factors that support and affect how we all feel: our economic wellbeing, and importantly, the interpersonal relationships that sustain us. In the context our work as a local authority and the diversity of our workforce, this means supporting people to ensure there is a sense of inclusion in the workplace and to gain fulfilment in their work for our communities.

As we emerge from the Covid-19 pandemic and face the cost-of-living crisis, clearly means that many of our staff will find life hard at times. Our corporate commitment is to do what we can to help people through difficult times, to use our resources and connections to make life easier not harder. To help people to grow and thrive, and to have a sense of safety and autonomy so they can bring their best selves to work.

Haringey is a great place to work, and this strategy underpins our commitment to being an excellent employer, for all our staff in the many and varied roles they carry out on behalf our residents.

2. Introduction

The two years of the COVID-19 pandemic have been challenging for everyone in local government, and Haringey has been no exception. We have all had to respond to COVID-19 in different ways. As we continue our journeys to new ways of being, living and working, it is more important than ever to work together as an organisation, and in conjunction with our partners, to protect, promote and support our health and wellbeing.

i.   Our wellbeing vision statement

We will be a compassionate, respectful and inclusive workplace where staff wellbeing is protected, promoted and supported.

ii.   Key priorities of the strategy

This strategy focuses on five key priorities developed from the London Healthy Workplace Award[1] and from academic literature[2] around wellbeing.

Our key priorities are:

1. Corporate support for wellbeing
2. Mental health and wellbeing
3. Physical health and wellbeing
4. Economic wellbeing
5. Interpersonal and community wellbeing

iii.   Who is this strategy for?

This workforce strategy is applicable to the whole of our workforce and has been written for all workers at the Council.

It is for everyone who works at Haringey, regardless of their role, seniority, employment status, hours or pattern of work.

---

[1] https://www.london.gov.uk/sites/default/files/lhwa-overview-2021_version.pdf
[2] ASSESSING MULTIDIMENSIONAL WELL‐BEING: DEVELOPMENT AND VALIDATION OF THE I COPPE SCALE (miami.edu)

3. Wellbeing and the workplace

The World Health Organisation defines wellbeing[3] as a state in which an individual can:

- Realise their own potential
- Cope with normal stresses
- Work productively
- Contribute to their community

Our wellbeing can be influenced by many factors. Each of our individual wellbeing priorities, challenges and needs are different. They can, and often do, change over time.

Measuring wellbeing from a workplace perspective is challenging. An individual's wellbeing at work, and outside of it, is influenced not only by their own characteristics, but also by those of the job and the workplace in which they are employed.

---
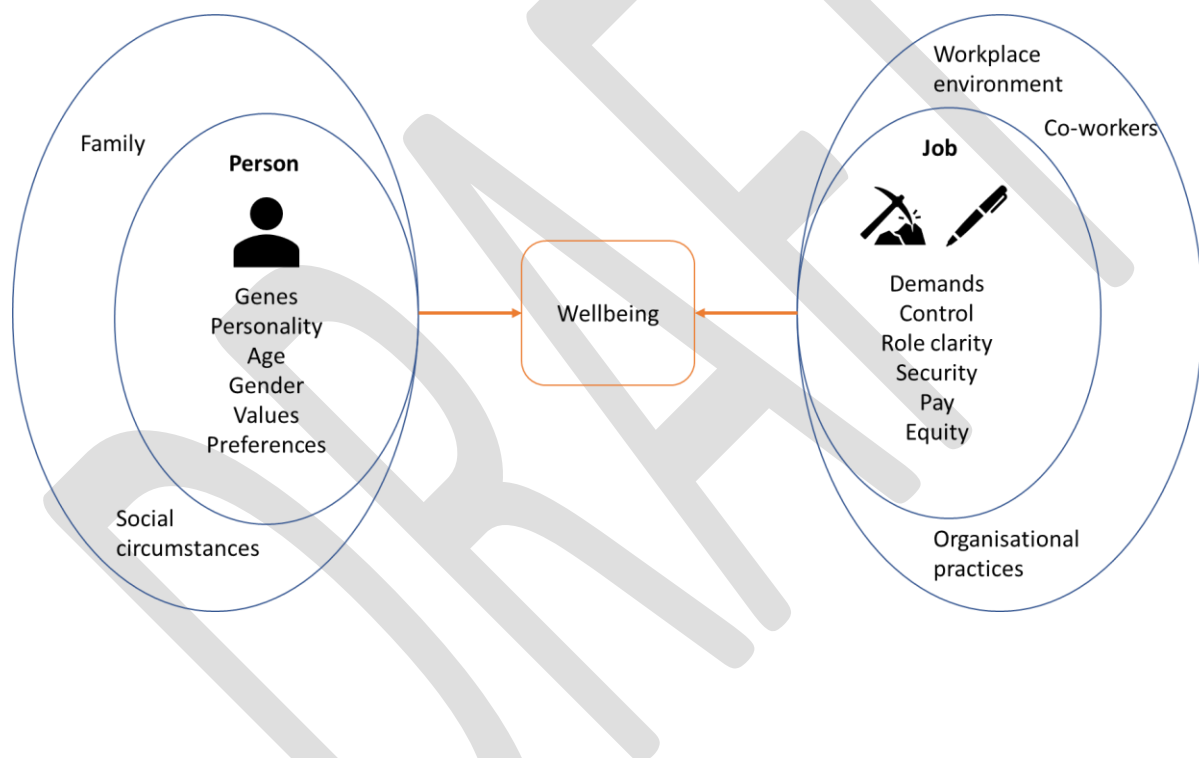
[3] Mental health: strengthening our response (who.int)

The Management Standards approach

- The HSE has designed the Management Standards approach to help employers manage the causes of work related stress;
- Based on the 5 steps to risk assessment model;
- This approach encourages employers to demonstrate good practice through a step by step risk assessment approach;
- Prepare the organisation, securing commitment from senior managers, line managers and employees;
- Steering group should be in place (managers, H&S reps, Trade Union, employee reps, HR and OH).

1 Identify the stress risk factors: Understand the Management Standards

2 Decide who might be harmed and how: Gather data

3 Evaluate the risks: Explore problems and develop solutions

4 Record your findings: Develop and implement action plan/s

5 Monitor and review: Monitor and review action plan/s and assess effectiveness

Prepare the organisation

Workplace wellbeing tends to be higher when people have[4]:

- Variety in and autonomy over their work, and clarity about what is expected of them
- A supportive environment and opportunities to develop skills
- Positive interaction with managers, co-workers and customers or clients
- A perception of fairness in the workplace, both in terms of how the employee is treated themselves and also how their co-workers are treated, and confidence in disciplinary and grievance procedures
- A sense of safety and security – including physical security and the safety of work practices as well as good pay, job security and clear career prospects
- A sense of significance in their job and its value to society and to their organisation
- A sense of inclusion and belonging within their workplace

---

[4] Worker wellbeing and workplace performance - GOV.UK (www.gov.uk)

4. Our challenges

i.   Flexible working

The COVID-19 pandemic has produced a dramatic shift in many people's working lives. Much of the council's workforce had been working from home to a greater extent than ever before, while our front-line workers experienced additional stress and pressure due to the impact of COVID-19 on our communities.

As we move forward with our Think Haringey First approach, adjusting our working arrangements and re-connecting with the borough, we need to recognise the different challenges still exist for different staff.

Some staff may still feel apprehensive about the challenges of coming back into the office and being present in the borough. This may include feeling mentally prepared to return to the physical workplace and to interact with colleagues, still feeling anxious about COVID-19 and its potential health impacts, or concerned that the office may not be as accommodating of their reasonable adjustments as their home set up is.

Conversely, other staff may experience greater challenges with continuing home working. Some staff, for example, might be at risk of domestic abuse, or may have alcohol, substance misuse or gambling difficulties. Other staff may not have appropriate accommodation to work from.

We therefore need to ensure we support staff to work well and healthily wherever they may be - in the office, at home, or out in the community. This means ensuring that we have the right infrastructure in place to support flexible working and, more importantly, that our staff and managers are equipped to deal with the potential challenges of flexible working in a compassionate way.

ii.   Wellbeing as part of our workplace culture

To ensure that wellbeing is part of our workplace culture, we need to prioritise wellbeing-related conversations at work with our colleagues. Talking about what does and doesn't work for our individual and collective wellbeing will help us better understand where our workplace practices may need changing, and where there might be opportunities to reprioritise our workload to guard against burnout and stress.

In the short-term, managers may be concerned that increasing discussions and work time spent on health and wellbeing objectives may adversely affect other business plans and targets. However, it is pivotal to the success of the Workforce Wellbeing Strategy that we work towards changing our culture to consider the medium and long-term benefits of time spent bettering the wellbeing of our employees and enabling the development of healthy working habits. The benefits of improving wellbeing for our staff will also have ramifications across our borough – the more we feel well, the more we are capable of serving our communities.

We also cannot ignore the pressures and workloads that local government officers have had to deal with. Over the last two years, significant pressure has been felt due to the COVID-19 crisis, where our teams have had to adapt and support our communities through exceptionally challenging times and in wholly different ways. And even before COVID-19,

Haringey's workforce has had to deal with the impacts of austerity policies, delivering public services while suffering a 62% real-terms reduction in government funding since 2010. Therefore, by the time COVID-19 came along, an already lean workforce has had to work harder than ever before to support those who need it most – and echoes of this pressure have been felt in the wellbeing of our staff. We recognise the lengths that colleagues across the Council go to, to check in on each other's wellbeing – a practice that has only been heightened by the pandemic. Going forward, this should be the norm across all our teams and staff networks.

Prioritising health and wellbeing is key to bringing out the best in our staff at all levels. We must create a culture where all staff can feel comfortable to seek support, work flexibly and bring their whole self to work. This is vital to minimise the risk of burn-out and the associated risk of staff turnover. Prioritising this cultural shift will reduce stress-related sickness absence and therefore increase our overall productivity.

iii.   Engaging with community-facing staff

One of the organisation's key priorities as we emerge from the COVID pandemic is to ensure that all our staff are more community-facing. Nonetheless, we know that some of our staff are simultaneously more likely to be playing active roles within our communities and less likely to be connected to the corporate centre. They may also have time constraints associated with shift work or be working across multiple sites. This can therefore sometimes impact the effectiveness of staff engagement. Both these logistical barriers typically affect staff in lower paid roles and manual occupations.

Strategic involvement is key to ensure health and wellbeing initiatives filter down throughout the organisation. With strategic drive we can better target support and engage with workers whose jobs are less 'desktop' based, ensuring no one is left out. This forms part of the organisational change needed to achieve inclusive, far-reaching strategic outcomes.

iv.   Equalities, diversity and inclusion

Haringey Council has a diverse employment profile but we know that disproportionalities exist. Our wellbeing offer therefore needs to be relevant to our workforce profile. At the same time, we should consider what opportunities exist to address disproportionalities through our wellbeing offer – and through other work in our broader corporate EDI plan.

We must also bear in mind that 'wellbeing' does not exist in isolation – it is impacted by other aspects of someone's identity, and indeed the intersectionality of those identities. It is therefore increasingly important that we can talk openly as an organisation about how this might manifest. Some staff may be less likely to be provided with support or engage in wellbeing-related activities because of their intersecting identities. Our wellbeing priorities and action plans should include specific conversations or activities to target underrepresented groups.

The following sections outline particular wellbeing challenges related to age, disability, ethnicity, sex and gender reassignment, and socio-economic background.

Age

We are living longer than ever before meaning the age profile of our society is changing rapidly. The number of people aged 65 and over will continue to increase by more than 40% within 20 years. As the state pension age rises, people will also stay in work until an older age.

Haringey Council is a strong reflection of this with over 61% of our staff aged 45 years or older[5]. The average age of an employee is currently 47 years old. On the other end of the age spectrum, only 1.9% of our direct employees are aged 16 – 24.

The Council needs to support our workforce to have longer and more fulfilling work lives. We must enhance our age-friendly practices, such as improving provision of flexible working, supporting carers and those with health conditions, and continue to offer training and progression for workers of all ages. Additionally, we must consider innovative ways in which to address concerns raised by younger Council staff, including financial challenges and the cost of living, mental health and career progression. In doing so, we may also be in a better position to attract a younger workforce.

Ethnicity

We live in a diverse society where examples of institutional, systemic and structural racism and oppression unfortunately still exist. This has partly been borne out in the backlash to the Sewell report's claims that many examples of inequality cannot be reduced to structural racism.[6] This claim prompted a wide range of organisations, including the BMA[7], TUC[8], GMB[9], MS Society[10], amongst others[11], to contest otherwise.

Nearly half of our workforce (49%) identify as Black, Asian or Minority Ethnic and 37% of our staff identify as White or from a White Minority background (24% and 13%, respectively).[12] This is somewhat reflective of our residential community, where 38% of residents are from Black, Asian or Minority Ethnic backgrounds, 33% are White British and 27% are from White

---

[5] Council Employment Profile – December 2021:
https://www.haringey.gov.uk/sites/haringeygovuk/files/hgy_council_employment_profile_-_dec21.pdf
[6] Commission on Race and Ethnic Disparities: The Report – March 2021:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/974507/20210331_-_CRED_Report_-_FINAL_-_Web_Accessible.pdf
[7] Sewell report ignores 'well-documented' evidence of structural racism in the NHS, says BMA – July 2021: https://www.bma.org.uk/bma-media-centre/sewell-report-ignores-well-documented-evidence-of-structural-racism-in-the-nhs-says-bma
[8] TUC: institutional racism exists in the UK labour market and society:
https://www.tuc.org.uk/news/tuc-institutional-racism-exists-uk-labour-market-and-society
[9] Government report 'gaslighting' Black Asian Minority Ethnic workers and communities – March 2021: https://www.gmb.org.uk/printpdf/2664
[10] Structural racism in health outcomes for people with MS – March 2021:
https://www.mssociety.org.uk/what-we-do/our-people/our-commitment-equality/sewell-report-and-structural-racism-health-outcomes
[11] Race Report: 7 Things That Contradict The Claim that Britain Is 'Not Institutionally Racist' – March 2021: https://www.huffingtonpost.co.uk/entry/britain-institutionally-racist-report_uk_60644d94c5b6fd3650dbdcca
[12] 13% of our staff haven't declared their ethnicity data.

Minority backgrounds.[13] However, staff from Black, Asian or Minority Ethnic backgrounds are disproportionately more likely to be on lower pay scales.

The Council should therefore consider how its development, reward and progression schemes can particularly support Black, Asian and Minority Ethnic staff looking to progress in their careers, thereby ensuring they are better represented at higher pay grades within the organisation.

Disability

We know that many disabled people in our society face significant barriers to work.[14] As an employer, we have made steps to break down barriers both at entry into Haringey's workforce and within it. However, there is always more that we can do.

In Haringey, 4.9% of staff report having a disability. However, we know from national statistics and from information received the Disability and Illness Network that there are many more who choose not to identify as having a disability for fear of having their performance adversely judged by line managers. Additionally, staff have said that experiences vary in relation to the implementation of reasonable adjustment in the workplace.

We must therefore ensure that we strive towards true accessibility for all our staff, so that the working environment is as stress-free and inclusive as possible, and that we can confidently and efficiently accommodate a variety of needs in the workplace. We should aim to create a culture in which all staff feel free to share their concerns and identify their additional support needs in a fully inclusive manner. We should also promote learning and support for line managers to ensure that they understand how to achieve the best results from all staff including those for whom additional support is necessary.

Religion

Our employment profile holds religion or belief data for 60% of our staff, of which 24% prefer not to disclose their religion or belief.[15] From the remaining 36%, all of the major world religions are represented. People who hold a Christian belief make up nearly a quarter of all our workforce and 5% of our staff are Muslim.

Like a lot of the Western world, our public holidays calendar is largely geared towards what historically have been Christian religious celebrations – with half of our statutory public holidays falling on Christmas Day, Boxing Day, Good Friday and Easter Sunday. While these public holidays are often welcomed by all, we should also consider ways in which our annual leave policies could be updated to better serve employees of different religions. Muslim colleagues, for example, often have to take annual leave to celebrate Eid. While these requests are generally accommodated without issue, we could also consider how we might be able to flex the mandatory annual leave for many employees over the Christmas

---

[13] State of the Borough – December 2021:
https://www.haringey.gov.uk/sites/haringeygovuk/files/state_of_the_borough_final_master_version.pdf

[14] TUC: Disability and employment: a social model study of the employment experiences of disabled people in Great Britain, with a focus on mental illness – 2015:
https://www.tuc.org.uk/sites/default/files/DisabilityandEmploymentReport.pdf

[15]

period so that colleagues of different religions can utilise these days at times that are most appropriate to them.

Sex and gender reassignment

We know that men, women and trans people all experience different wellbeing challenges in and out of the workplace. For example:

- Women are generally more likely to take on unpaid care work for their families than men.[16]
- Men are three times more likely to die by suicide than women and are less likely to access psychological therapies than women.[17]
- Trans people are more likely to experience verbal and physical attacks than cis-gendered people, and are less likely to feel confident reporting transphobic bullying in the workplace than cis-gendered people.[18]

These experiences can all have a massive impact on a person's wellbeing. Our challenge as an organisation is to ensure we have appropriate channels for support for all our staff, regardless of their sex or gender, and particularly ensure we create an inclusive culture for our trans colleagues.

Sexual orientation

Our employment profile holds sexual orientation data for 60% of our staff, of which 22% prefer not to disclose their sexual orientation.[19] From our recorded data, 4.9% of all our staff identify as lesbian, gay, bi (LGB) or prefer to use another (queer) term. At a national level, the proportion of the population who identify as lesbian, gay or bi was 2.2% in 2018.[20]

While we should feel proud of our generally LGB-inclusive workplace, we also cannot remain complacent. Initiatives like LGBT+ history month continue to be great opportunities to highlight heteronormative attitudes and assumptions in wider society as well as the workplace ,and we must continue to tackle these attitudes and assumptions so that all our LGBT+ colleagues continue to feel included, respected and valued in our organisation.

Socioeconomic background

The council now considers socioeconomic background (SEB) as a local 'protected characteristic' and HR has begun collection of socioeconomic background data for our workforce alongside other protected characteristics.

Socioeconomic background intersects clearly with ethnicity and other characteristics, but it does also have its own set of associated issues related to wellbeing in the workplace.

---

[16] ONS: Women shoulder the responsibility of 'unpaid work' – 2016:
https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/womenshouldertheresponsibilityofunpaidwork/2016-11-10
[17] Men and mental health: https://www.mentalhealth.org.uk/a-to-z/m/men-and-mental-health
[18] Stonewall: LGBT in Britain – "Work Report 2018:
https://www.stonewall.org.uk/system/files/lgbt_in_britain_work_report.pdf
[19]
[20] Sexual orientation, UK, ONS, 2018: Sexual orientation, UK - Office for National Statistics (ons.gov.uk)

Coming from a lower SEB might mean one has a larger dependency on the income provided by one's employment. Therefore, the apprehension of losing that income might be at the expense of one's physical and mental health. One might also accumulate the frustration of encountering greater barriers to career progression and so having given up on aspirations, which may have an impact on confidence and self-esteem. Additionally, there is an accumulated frustration that may come from not being able to be oneself in the workplace – because of one's accent, tastes or habits, which may not be well represented or accepted within the wider workforce.

Additionally, a home environment which is not fully conducive to work might often be more associated with lower SEB, and this can have a significantly negative impact on mental health.

As an organisation, we therefore need to commit to including SEB as a demographic characteristic in any surveys and assessments of staff wellbeing so that the results can be broken down and analysed appropriately.

We must also continue to raise awareness among all staff, especially managers and leaders, about wellbeing challenges that may particularly pertain to colleagues from a lower SEB. This includes ensuring that all staff have appropriate working environments in the office – like desk space, touchdown space, collaboration space, and hybrid meeting rooms. Additionally, we must recognise that any requests to work from home may have a far greater impact in relative terms on staff from a lower SEB because of the increased cost on utility bills – and especially so at a time when the cost of living is significantly increasing.

v. Current sickness absence levels

Haringey has previously had one of the highest sickness absence rates of any London borough, but this has been decreasing since 2019/20. The latest quarterly data related to number of days lost due to stress-related symptoms shows an increase for the Adults and Health and Children's Services directorates. This is perhaps not surprising given the huge amount of pressure that front-line workers have faced during the COVID-19 pandemic.

We need to compassionately and appropriately address the concerning rates of sickness absence. While some sickness absence will always be inevitable, absence due to workplace-related stress is something we must all work very hard to address and minimise as far as possible and, where this occurs, look at interventions, advice and support at the earliest opportunity.

vi. Value for money

Financial constraints are a factor in health and wellbeing promotion, and there is therefore a need to target investments effectively to identified priority areas. We must maximise the use of existing commissioned services, government schemes, and funding incentives for in-house programmes. Continued engagement with staff networks and better support for staff-led activities and initiatives is vital in ensuring that money is well spent.

Additionally, we must be aware of the constraints within which we often operate, and recognise that the drive for value for money can, at times, mean we have challenging conversations with our residents, businesses, public sector and VCS partners about how

and where we prioritise our resources. While we always try to make the best decisions for our borough, we know that communicating them can sometimes be challenging and may have impacts on our wellbeing.

5. Our wellbeing manifesto

At Haringey, we understand the need to take a holistic approach to wellbeing, recognising that there is no one-size-fits-all 'solution'. What might be helpful for the wellbeing of one person may not be helpful for another.

Our focus is on developing a wellbeing offer which **protects**, **promotes,** and **supports** wellbeing for all.

This starts with a strategic commitment from all our senior leaders to embed wellbeing into our ways of working, including in how we develop our workforce, and our priorities.

i.   We protect wellbeing

By protecting wellbeing, we aim to ensure that **we get the basics right** – we make sure our working culture and habits are conducive to a healthy workplace.

We take lunch breaks and encourage regular, short breaks throughout the day.

We have flexible working in place, so that people can work in a way that's appropriate and suitable for them and the Borough, particularly around their caring priorities.

We ensure our staff are equipped to do the best that they can do – including via good training and development programmes.

We give our managers the support they need to develop their teams and our collective talent.

We provide a workspace where teams can come together to thrive.

We provide reasonable adjustments and access to work guidance for managers and staff. We ensure staff feel empowered to get the support they need to do their job and managers feel more equipped to support their team members.

ii.   We promote wellbeing

By promoting wellbeing, we communicate the fantastic initiatives we already have in place. We do this through all the different types of communications channels, like the intranet, Yammer, In Haringey newsletter, specific wellbeing blog posts by different staff members, the Chief Executive's weekly bulletin, staff induction materials, short messages via wage slips, and others.

We ensure our staff are aware of initiatives like the cycle to work scheme, free eye test for users of DSE equipment, opportunity to join a credit union, and the Employee Assistance Programme. We support staff and remove barriers to access these initiatives.

We regularly review these initiatives to ensure they are easy to access and evidence-based, and commission new initiatives when presented with a compelling wellbeing challenge.

iii. We support wellbeing

By supporting wellbeing, we make sure we have the right support in place for when things go wrong.

We ensure our staff are aware of things like the Employee Assistance Programme (EAP), our mental health first aiders, resilience and wellbeing seminars. We support staff and remove barriers to access these initiatives, including via the promotion of our reasonable adjustments and access to work guidance.

We consider other evidence-based opportunities for improving our supporting work where we get that feedback from our staff.

iv.   What this might mean in practice

Jesse joins Haringey Council as an Officer. As part of their induction, their line manager encourages them to make sure they take time out every day for lunch. Jesse sees this behaviour modelled by their colleagues.

Jesse joins the Wellbeing group on Yammer. They find posts about a weekly staff walking group. Jesse joins the group every couple of weeks for a walk around Alexandra Palace and meets new colleagues across the Council.

Jesse starts to notice that sometimes their vision is a little bit blurry. Since they use a computer screen regularly for work, Jesse takes up the offer of a free eye test. They find their prescription has changed, and opt for some new glasses.

Jesse is having a difficult time at home. They've been caring for a relative with dementia and it has been quite stressful. Jesse reaches out to the EAP and gets some counselling sessions. They also discuss flexible working options with their line manager, and come up with a new working pattern so that they can carry out their caring activities alongside their day job.

Spring is here and Jesse decides it would be a good time to start cycling to work. They take up the 'Cycling to Work' scheme offer and get a new set of wheels plus accessories from a local bike shop.

Jesse is recognised for all their hard work in supporting residents, and is nominated for a Celebrating Staff Success Award. Jesse is proud of their achievements and looks forward to another year at Haringey.

Jesse is successful in their secondment application. They are now managing a team of 3. Jesse regularly encourages their team to set Wellbeing objectives in their 1-2-1s.

Jesse sees a secondment opportunity on Haringey's internal jobs site. Because of the mentoring that they've been receiving over the last few months, they feel confident to apply.

haringey.gov.uk

Haringey
LONDON

v. How we will implement the strategy

This is an ambitious strategy, and it will require a coordinated Council effort to deliver our vision, aspirations and outcomes.

At a strategic level, the Health, Safety and Wellbeing Board will lead and monitor the implementation of the Wellbeing Strategy and Action Plan.

We will also establish a cross-directorate Wellbeing Delivery Group who will be responsible for many of the key actions in the Action Plan. This group will be made up of senior leaders (Directors, Assistant Directors, Heads of Service, as appropriate) who will be able to address key strategic and operational risks and issues so that the strategy has the highest chance of success. It may, at times, splinter off and co-opt other members into 'task-and-finish' groups to deliver specific pieces of Wellbeing-related work. Directorates will nominate a Wellbeing Champion who will sit on the delivery group and co-ordinate their Directorates' Wellbeing efforts.

At a Directorate level, DMTs and their Wellbeing Champion will define an engagement plan for discussing and capturing Wellbeing concerns within their Directorate. This, coupled with the workforce data we hold, will help establish wellbeing focus areas for each Directorate. Directorates will then define their outcomes and objectives, establish ways to meet them, agree actions and their owners. Each Directorate will publish its own Wellbeing Action Plan to accompany the Corporate Wellbeing Action Plan – and these will be live, iterative documents which will be monitored and updated throughout the year. Directorates will be provided with a Corporate Wellbeing Support Toolkit to help them in developing their Action Plans.

Engagement will continue with the staff equalities networks and unions, who have been instrumental in shaping this strategy, as progress on delivering the strategy is made. Delivery against the strategy and its action plan will also be periodically reported to the equalities steering group. As further actions take shape in both the corporate and directorate action plans, these will be aligned and informed by the broader EDI and workforce development work taking place in the council.

6. Our wellbeing aspirations and outcomes

Under each of our key wellbeing themes, we have outlined a series of aspirations to work towards. The Workforce Wellbeing Action Plan(s) will identify outcomes that are related to our aspirations, and identify steps to take to reach those outcomes

i.   Corporate support for wellbeing

We will:

- Have good leadership, engagement, and ownership from senior managers about driving forward the Wellbeing agenda
- Have good HR policies that support all aspects of wellbeing
- Collect and analyse useful and robust wellbeing data and use it in our decision making
- Develop an online Wellbeing hub and calendar to share useful resources throughout the year
- Produce a wellbeing toolkit for directorates to use in their business and action plans
- Encourage staff to include Wellbeing objectives in their 1-2-1s and My Conversations
- Regularly revisit business and corporate delivery plans and reprioritise our priorities when needed
- Support each Directorate to develop their own Wellbeing Actions Plans, with a particular focus on engaging with and addressing wellbeing concerns within our community-facing staff
- Make disability and illness awareness and support training mandatory across the organisation

ii.   Mental health and wellbeing

We will:

- have good mental health training and activities in place for all staff, so that we're all aware of the warning signs of fragile mental health and are able to support ourselves and each other
- support staff to manage life's 'normal stresses' and ensure we provide specific support for life events
- seek to understand and address the causes of work-related stress and provide comprehensive support to staff who experience it
- Continue to provide training and coaching to ensure that staff are equipped to give and receive feedback, which can help managers and supervisors be aware of when additional support may be required
- Continue to train Mental Health First Aiders within the organisation
- Encourage staff to proactively look after their own mental health and wellbeing

iii.   Physical health and wellbeing

We will:

- Promote regular physical activity, providing opportunities for staff to become more physically active
- Invest in employer-funded facilities for sustainable transport (e.g. through provision of showers and cycling lockers)
- Promote healthy eating
- Provide support for smoking cessation, alcohol and substance misuse and gambling difficulties
- Encourage staff to proactively look after their own physical health and wellbeing

iv. Economic wellbeing

We will:

- Promote economic benefits available to staff (e.g. eye test vouchers for DSE users, cycle to work scheme, pension scheme, access to credit unions) and ensure these are easily accessible by all
- Work with partner organisations to offer things to staff at a discount (e.g. lunch, gym)
- Ensure staff have access to financial planning workshops, either through our own provision (e.g. pension planning) or through promoting workshops by local organisations in the borough
- Provide further opportunities for staff development, e.g. through (formal and informal) mentoring, job coaching, job-shadowing, secondments and 'buddying' schemes

v. Interpersonal and community wellbeing

We will:

- provide opportunities for all staff to attend training related to communicating well with other people, understanding mental health, and having difficult conversations
- ensure we celebrate our significant community impacts and achievements, as teams and as individuals
- use our workplaces flexibly to foster connections between and across teams
- consider how our flexible working and leave policies may better support staff volunteering ambitions, including blood donation

7. Measures of success

This strategy offers a more comprehensive understanding of the dimensions of wellbeing than we have previously considered in our workplace. As such, we have set ourselves the challenge of developing and collating appropriate measures of, and outcomes related to, staff wellbeing. This will be an iterative process and, as we conduct progress reviews, we will need to adjust and iterate to ensure we're measuring and delivering the right things that will truly make a positive impact on staff wellbeing.

i. London Healthy Workplace Award

In 2018 Haringey Council was awarded "Excellence" under the London Healthy Workplace Award, an accreditation scheme led by the Mayor of London's Office and supported by Public Health England.

We aim to continue to strive towards another award of "Excellence" from LHWA.

ii. Workplace surveys

Workplace surveys are a good way to measure the experiences and feelings of our staff and two surveys that can support us in developing useful and robust wellbeing data are:

- HSE Stress Indicator Tool (link)
- Workplace Health Needs Assessment (link)

In addition, the organisation is planning to undertake a staff census survey to address our equalities data gaps. This will be beneficial for measuring the success and reach of our wellbeing initiatives going forward.

Other internal staff surveys can also be a useful way of measuring wellbeing and indicating the success of our wellbeing initiatives. Pulse surveys can be used to effectively gage overall organisational wellbeing at a specific point in time and are a good way of measuring this over time.

iii. Other measures

- Sickness absence data
- Staff retention data
- Occupational health and Employee Assistance Programme data
- Take-up of staff benefits (e.g. cycle to work scheme; training programmes including coaching and mentoring)
- Use of and experiences of staff Mental Health First Aiders

Wellbeing priority area	Outcome	Potential Measures
Corporate support for Wellbeing	Staff feel their wellbeing is taken seriously by the organisation	Absence rates due to stress
		Number of leavers who have resigned
		Number of wellbeing related events (online, face to face and hybrid)
		Satisfaction rates with new active travel facilities
	Increased wellbeing conversations among staff	Number of My Conversations which include Wellbeing objective
		Number of posts in Wellbeing group / related to Wellbeing on Yammer
	Improved overall staff wellbeing	Stress Survey and Workplace Health Needs Assessment
		Increased uptake of full holiday allocation
		Absence rates due to stress
		Staff attendance at (mandatory) online stress training
	All staff are aware of, and have access to, appropriate wellbeing support	Approaches to the EAP
		Number of wellbeing related events (online, face to face and hybrid)

Wellbeing priority area	Outcome	Potential Measures
		Number of staff signed up to the EAP wellbeing newsletter
	A better understanding of workforce wellbeing needs	Number of completed directorate Wellbeing Action Plans
		Workplace Health Needs Assessment
Mental Health and Wellbeing	Better awareness and understanding of mental health	Staff attendance at mental health training sessions
		Number of trained MHFA in the organisation
	Increased openness about mental health in the workplace	Number of approaches to trained MHFA
		Number of 'interventions' trained MHFAs report they've made
		Number of personal stories shared via 'Your Experiences' in Wellbeing hub
	Improved levels of staff mental health	Results from Stress Survey
		Absence rates due to stress
Physical Health and Wellbeing	Improved physical health profile of staff	Occupational Health data
		Increased uptake of active travel offers
		Number of / membership to wellbeing forums / physical activity groups
Economic Wellbeing	Improved economic wellbeing of staff	Staff attendance at financial planning workshops;
		Number of staff who are members of the Credit Union
		Equitable uptake of credit union across different employee groups in the Council
	Improved uptake of financial benefits to staff	Number of staff who take up the cycle to work scheme

Wellbeing priority area	Outcome	Potential Measures
		Number of eye test vouchers used
		Equitable uptake of financial benefit schemes across different employee groups in the Council
	Improved skills profile of staff	Number of staff partaking in mentoring / job coaching / job shadowing / apprenticeships
		Number of staff promoted / in 'acting up' roles / on secondments
		Equitable uptake of secondments, mentoring opportunities, promotions and other career development opportunities across different employee groups in the Council
		Number of staff promoted / in 'acting up' roles / on secondments
		Number of tech skills sessions delivered and attendance at these sessions
Community and Interpersonal Wellbeing	Improved communication and connection among staff	Staff attendance at communication-related training sessions
		Increased levels of 'thank yous' from managers to staff/teams when good work is delivered
	Improved sense of pride and achievement among staff	Number of Celebrating Success nominations
		Number of 'praises' posted by colleagues on Yammer
	Improved connections between staff and 'the Borough' (residents, businesses, VCS)	Results from the next Residents' Survey
		Feedback from VCS/Businesses [corporate measures]
		Numbers of staff joining ward walks
		Numbers of 'wellbeing' events open for both staff and residents

8. Corporate Action Plan

Priority Area	Subsection / Challenges addressed	Action	Lead	Date
Corporate Support	• Flexible working • Wellbeing as part of our workplace culture	Develop online Wellbeing Hub	DP/JJ	Jul-22
Corporate Support	• Flexible working • Wellbeing as part of our workplace culture	Develop corporate wellbeing toolkit for Directorates	DP	Jul-22
Corporate Support/Mental Health	• Engaging with community-facing staff • EDI • Current sickness absence levels	Run Stress Survey	AC	Jun-22
Corporate Support	• Engaging with community-facing staff • EDI • Current sickness absence levels	Run Workplace Health Needs Assessment	TBC	TBC
Corporate Support	• Wellbeing as part of our workplace culture • Engaging with community-facing staff	Develop Wellbeing calendar for the year	TBC – BS?	TBC
Mental Health	• Wellbeing as part of our workplace culture	Review support available for specific 'life events'	TBC – HR?	Sep-22
Mental Health	• Flexible working • Wellbeing as part of our workplace culture	Train another cohort of Mental Health First Aiders	TBC	TBC

Physical Health	• Flexible working • Wellbeing as part of our workplace culture • Value for money	Good number and standard of facilities for sustainable transport (showers, lockers, etc)	TBC	TBC
Economic Wellbeing	• Engaging with community-facing staff • EDI • Value for money	Review accessibility of economic benefits (e.g. cumbersome process for eye tests)	TBC	TBC
Economic Wellbeing	• EDI	Identify and further promote formal and informal staff development options tailored for specific groups	TBC	TBC
Economic Wellbeing	• EDI	Develop and share clear career pathways	TBC	TBC
Interpersonal and Community	• Flexible working • Wellbeing as part of our workplace culture • Engaging with community-facing staff	Scope out possibility of introducing a 'volunteering day' for staff	TBC	TBC