Healthy Haringey

WORKFORCE HEALTH AND WELLBEING STRATEGY: ACHIEVING EXCELLENCE
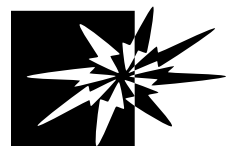
2015- 2018

COMMITMENT
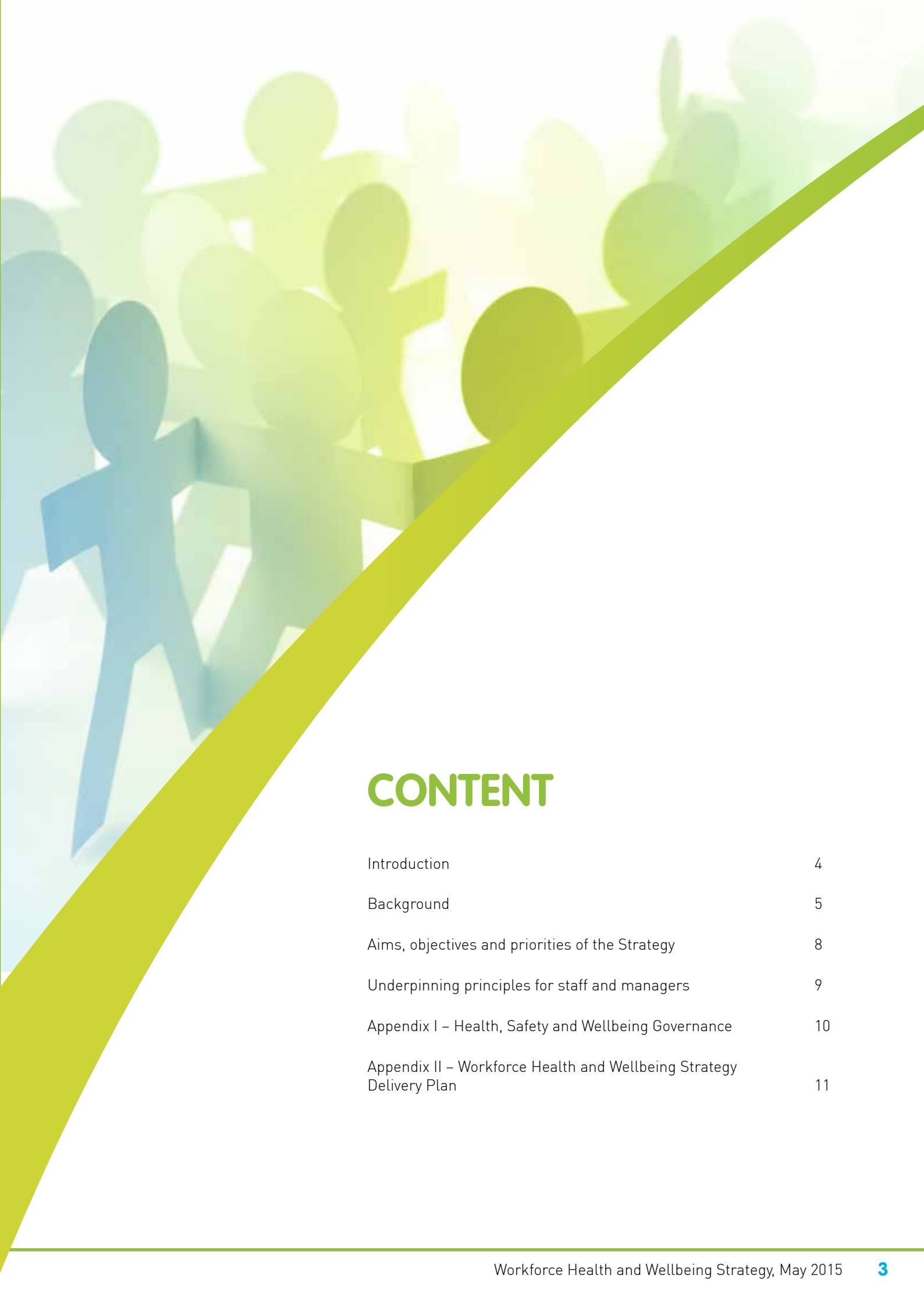Standards all organisations should meet; putting the building blocks in place.

ACHIEVEMENT
Actively encouraging positive lifestyle choices and addressing health issues.

EXCELLENCE
Fully engaged leadership with a range of programmes and support mechanisms.

Haringey Council

CONTENT

1 INTRODUCTION

1.1   The organisation's Strategy for staff Health and Wellbeing has been developed to promote and encourage health and wellbeing at work. A wealth of evidence suggests that good health and wellbeing at work helps individuals to feel happy, competent, and satisfied in their roles. The evidence also shows that people who achieve good standards of wellbeing at work are likely to be more creative, more loyal, more productive, and provide better customer satisfaction than individuals with poor standards of wellbeing at work.

A healthy workforce can be defined as:

➔   A healthier, happier workforce

➔   Motivated employees with increased morale

➔   Employee retention and lower employee turnover

➔   Great work attendance

➔   Positive employee/management relations

A healthy workplace can be defined as:

➔   A positive image in the eyes of both employees and service users

➔   A place where health risks are recognised, understood and managed if they cannot be removed

➔   A place where work design is compatible with people's health needs and limitations

➔   An environment that supports the promotion of healthy lifestyles

➔   A place where employees and employers recognise their responsibility for their health and the health of their colleagues

Source: The healthy workplaces handbook – The NHS reference guide to staff well being (2007)8

1.2   Haringey Council recognises that our employees are vital to the delivery our vision for Haringey and have a direct impact on a daily basis on the experience of our residents. When our staff is healthy, motivated and have a sense of wellbeing then the experience and outcomes for our residents improves.

1.3   It is also recognised that staff health and wellbeing is an important factor in staff recruitment and retention, better levels of productivity and service delivery. This strategy provides a framework within which the Council will encourage and facilitate good working practices and services that support staff health and wellbeing. It aims to draw upon evidence and good practice and it is envisaged to be flexible in order to meet different needs of our diverse workforce. It is designed to create an organisational culture where health and wellbeing is promoted proactively and where we will work with employees to ensure the organisation identifies and minimises those issues which may impact negatively on employee health and wellbeing and that consideration of this area is an integrated part of policy development and delivery.

1.4   Support will only truly be effective if individuals take ownership and responsibility for optimising their own wellbeing. As an organisation we will provide a range of opportunities, interventions and support to staff to drive the development of a happy, healthy and motivated workforce. We will also provide a positive psychosocial environment: a safe, secure and positive working environment where staff is managed fairly and appropriately. In return, the organisation expects staff to take responsibility for supporting and improving their own health and wellbeing, taking advantage of learning and development activity and wellbeing opportunities and actively seeking support where appropriate.

2 BACKGROUND

2.1 New Economics Foundation[1] recently published comprehensive evidence review regarding the factors that influence health and wellbeing at work. Evidence suggests that health can be affected by both the physical and psychosocial work environment as well as schemes to encourage healthy behaviours at work. During the research carried out for this review, the evidence has shown that different features of individuals' working lives have varying degrees of influence over different aspects of wellbeing – from increasing individuals' feelings of having a sense of purpose, to promoting greater experiences of positive emotions, morale, motivation, overall job satisfaction, and even life satisfaction.

2.2 There is evidence that psychosocial working conditions can be improved in a variety of ways. Interventions can aim to increase employee control over their work; address the effort-reward imbalance; focus on greater employee participation in decision-making; or provision of line management training. There are also indications that effective leadership and good relationships between leaders and their employees is important; as is employee engagement, ensuring employees are committed to the organisation's goals and motivated to contribute to its success[2].

2.3 Measures which help to tailor job circumstances to individual needs may also help to promote workplace wellbeing, including providing staff with the in-work training and development they need to develop job satisfaction; and greater flexibility within a role to increase an employee's sense of control and allow them to improve their work-life balance.

2.4 Finally, interventions to reduce stress and improve mental health at work can play an important role in the suite of interventions to improve workplace wellbeing, as these are leading causes of sickness absence[3]. Seeking the views and feedback of employees can ensure actions are effective, as it identifies health needs, empowers and engages employees and collects information that helps with the monitoring and evaluation of an intervention.

2.5 Committed and engaged leadership at senior levels contributes to the success of a workplace health and wellbeing programme, and increases the likelihood that it is sustainable. Strategic alignment with the organisation's identity and aspirations is another aspect of successful health and wellbeing interventions.

2.6 It is important that interventions are available to everyone, that all employees are made aware of the opportunities through effective communications and that all employees are considered during the design of the intervention. This is particularly true for temporary or fixed term workers and in organisations with high numbers of semi-skilled or unskilled manual workers.

2.7 It is also important to stress that there is a social gradient in employment status and working conditions in England: people in more disadvantaged socioeconomic groups are at higher risk of unemployment and, if employed, of poor working conditions. This gradient in employment experiences will, in turn, contribute to a greater risk of poor physical and mental health for those in more disadvantaged positions in the social gradient.

Haringey's Health and Wellbeing Strategy

2.8 It is proposed to align a development of a strategic approach to health and wellbeing in the workplace in Haringey Council with refreshed Haringey's Health and Wellbeing Strategy 2015-18. This strategy proposes three main priorities: reducing obesity, improving healthy life expectancy and improving mental health and wellbeing.

2.9 Approximately 48% of the Council's workforce are Haringey's residents. By improving their health and wellbeing we can have both a direct and an indirect impact on the overall borough's health and wellbeing, not only through providing support to the staff but also equipping staff to impact positively on their community through increased awareness on a range of issues and the interventions available to residents. This approach is currently being piloted in the Council with 'Making Every Contact Count' (MECC) initiative[4]. It is envisaged to implement this approach fully during 2015.

1 New Economics Foundation (nef) 2014: Wellbeing at work: A review of the literature
2 Public Health England and UCL Institute of Health Equity (2014): Local actions on health inequalities: Workplace interventions to improve health and wellbeing.
3 National Institute for Health and Clinical Excellence (NICE) 2009: Promoting mental wellbeing at work
4 http://intranet/index/directorates/public-health/mecc.htm

Physical Activity and Sport Framework

2.10   The Framework sets a clear vision for physical activity and sport in Haringey over the next 5 years. It identifies 3 key aims (and 10 associated objectives) which partners across the borough will work towards in order to enable more people to lead active lifestyles with the ultimate aim of improving health, wellbeing and life chances in Haringey. This Framework is about more than just physical activity and sport. It is about improving quality of life, health outcomes and community resilience in Haringey with the goal of making the borough a better place to live, work, study and visit.

2.11   Workforce Health and Wellbeing Strategy incorporates the main principles of the Framework and offers a range of initiatives underpinning the Framework to our entire workforce.

2.12   The overall vision and aims of the Framework are:

More Active and Healthy Haringey:

➔   It's time to get moving... To enable local people and organisations to make physical activity and sport a positive lifestyle choice for all Haringey residents in order to reduce health inequalities, improve wellbeing for all and create a more sustainable community.

Aims

➔   Increasing and sustaining participation by all

➔   More people regularly taking part in physical activity and sport

➔   Improving health and wellbeing

➔   Improved health and wellbeing for children, young people and adults in the borough through active lifestyles

➔   Creating opportunities for change

➔   Tackling under-representation and using physical activity and sport to change lives'

Workplace Wellbeing Charter

2.13   In 2012, Haringey Council and NHS London agreed that the Council would take part in a pilot group of 20 workplaces to go for the London Workplace Wellbeing Charter Award as one of the first London Boroughs to go through this process.

2.14   The London Workplace Wellbeing Charter provides a framework for action to support employers build good practice in health and work in their organisation. The Charter supports all types of employers, large and small, from the public, private or voluntary sectors. This is endorsed by the Mayor of London.

2.15   The Charter focuses on three key areas - leadership, culture and communication - where even small steps can make a big difference to the health and wellbeing of staff, teams and the organisation. It comes in three levels: commitment, achievement and excellence. Organisations can progress from one level to another by achieving all of the necessary standards.

   Commitment - demonstrates how the organisation has addressed and provides employees with the tools to help themselves to improve their health and wellbeing.

   Achievement - demonstrates that having put the building blocks in place at the commitment level, steps are being taken to actively encourage employees to improve their lifestyle and some interventions are in place to identify serious health issues.

   Excellent - demonstrates that the organisation has information on wellbeing that is easily accessible and well publicised, and that the leadership of the organisation fully engage in wellbeing and employees have a range of intervention programmes and support mechanisms to improve their overall health and wellbeing.

2.16   Haringey Council achieved London Workplace commitment award in 2012 followed by achievement award in 2013. This charter is now being included as a part of the national Workplace Wellbeing Charter co-ordinated by Public Health England.

2.17   It is envisaged that refreshed Workforce Health and Wellbeing Strategy 2015-18, newly established strategic governance for the Health, Safety and Wellbeing at work (Appendix II), senior management engagement and leadership over the next three years will go towards achieving Workplace Wellbeing Excellence award in the near future.

Time to Change Pledge

2.18   In October 2014, Haringey Council signed Time to Change pledge[5], national campaign led by Mind and Rethink that tackles stigma and discrimination associated with mental ill health. The Pledge is our organisational commitment to create working environment where everyone can thrive and treat each other with respect. We will aim to encourage all our employees to look after their mental health, resilience and wellbeing at work, as well as, looking after each other. Signing this pledge represents a start of our ongoing local leadership and commitment to increasing mental health awareness and reducing stigma and discrimination, beyond our workforce, to all residents in Haringey.

Stress Management Standards

2.19   The Stress Management Standards define the characteristics, or culture, of an organisation where the risks from work related stress are being effectively managed and controlled.

2.20   The Management Standards cover six key areas of work design that, if not properly managed, are associated with poor health and well-being, lower productivity and increased sickness absence. In other words, the six Management Standards cover the primary sources of stress at work. These are:

➜   Demands – this includes issues such as workload, work patterns and the work environment.

➜   Control – how much say the person has in the way they do their work.

➜   Support – this includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.

➜   Relationships – this includes promoting positive working to avoid conflict and dealing with unacceptable behaviour.

➜   Role – whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.

➜   Change – how organisational change is managed and communicated in the organisation.

2.21   The Corporate Health, Safety and Wellbeing Team can assist teams by carrying out group stress risk assessments for 10 or more employees. This will help managers to:

➜   Demonstrate good practice through a step by step risk assessment approach;

➜   Promote active discussion and working in partnership with employees to help decide on practical improvements that can be made;

➜   Identify the main risk factors for work related stress; and

➜   Help Haringey Council as a whole to focus on the underlying causes of stress and how they can be prevented.

2.22   After the team carries out the stress management risk assessment, full support will be offered by setting up a small focus group and developing an action plan to tackle any work related stress issues identified.

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5 http://www.time-to-change.org.uk/

Haringey's Workforce Plan

2.23   Haringey's Workforce Plan[6] shows how we intend to create an agile workforce that at is skilled for the future, diverse, motivated and engaged to deliver for the people of Haringey. It consists of interrelated themes and activities including:

My Career is about offering staff practical support and tools to help staff take control of their career.

My Performance is about recognising performance and impact in a new way– not something we do once a year, but an ongoing conversation between manager and employee.

My Skills programme is part of the Chief Executive's Staff Offer and will include different approaches to learning that are based on social and continuous learning rather than class based learning. This means we will build in learning into the workflow where it is practical, enabling staff to access knowledge and skills when they need it. We also plan to establish a range of Faculties, led by senior managers that will provide space and support for staff to gain new skills and share knowledge.

My Pay will include developing job families so staff can easily recognise career paths and progression in the area they work in or other areas of the organisation

My Wellbeing is programme of activities aimed at supporting staff to keep healthy in the workplace.

2.24   Evidence suggests that initiative proposed to be implemented in the workforce plan will contribute greatly to improving psychosocial working conditions and will impact positively on the council's workforce health and wellbeing.

Haringey's Workforce Plan develops the right people with the right skills in the right place so that we can deliver on the goals set out in the Corporate Plan and be ready for the future.

MY WELLBEING
Supporting you to keep healthy and well in the workplace

MY PAY
Ensuring that your pay and benefits are fair and transparent

MY SKILLS
Developing your skills and abilities through learning

MY CAREER
Opportunities to build your career in the direction you choose

MY PERFORMANCE
Conversations about the value you bring, where you are now and where you want to be

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6 Haringey's Workforce Plan, December 2014 http://intranet/index/about/strongerharingey/staff-offer.htm

3 AIM, OBJECTIVES AND PRIORITIES OF THE STRATEGY

3.1 The overall aim of the Strategy is to improve the health and wellbeing of Haringey Council's workforce by making the Council healthier workplace. This will result in reducing absence, levels of stress and high turnover, and in increasing levels of engagement, morale and motivation.

To achieve the overall aim of the Strategy, we would fulfil the following objectives:

➔ Build on our success and work towards achieving the Workplace Wellbeing Charter Excellence Award;

➔ Provide ongoing senior level leadership to improving health and wellbeing of staff across the whole organisation;

➔ Support to maintain a safe and healthy working environment;

➔ Encourage and support our employees to take responsibility of their own health and wellbeing and take healthy lifestyle choices;

➔ Improve the overall physical and mental wellbeing of our workforce;

➔ Support employees with long-term health conditions to maintain access to or remain at work;

➔ Remove or minimise barriers that prevent employees with long-term health conditions to achieve their full potential at work and optimise their wellbeing;

➔ Improve staff satisfaction and morale

3.2 Workforce Health and Wellbeing Strategy has identified three main priorities that would support delivering the overall aim and the objectives and are closely aligned to the Haringey's Health and Wellbeing Strategy 2015-18 and Haringey's Workforce Plan. Each priority is underpinned by a set of outcomes that are informing delivery plan (Appendix I). Each outcome is based on the national and local evidence of what works and is building on already existing local initiatives.

Priority 1: Improving healthy life expectancy

➔ Outcome 1: Increase physical activity and healthy eating

➔ Outcome 2: Reduce smoking levels amongst staff

➔ Outcome 3: Reduce risk of cardiovascular disease (CVD) and cancer

➔ Outcome 4: Support staff to remain healthy at work including staff with a pre-existing long term health condition.

Priority 2: Improving mental health and wellbeing

➔ Outcome 1: Reduce stigma and discrimination associated with mental ill health

➔ Outcome 2: Increase staff personal resilience

➔ Outcome 3: Support staff to manage stress effectively

➔ Outcome 4: Promote the emotional wellbeing of staff

Priority 3: Improving psychosocial working conditions

➔ Outcome 1: Positive employee/management relations

➔ Outcome 2: Maintaining flexible working arrangements

➔ Outcome 3: Providing line-management training and promotion of effective leadership

➔ Outcome 4: Providing in-work training and development to promote job satisfaction

4 UNDERPINNING PRINCIPLES FOR STAFF AND MANAGERS

4.1 **All staff** will be taking responsibility for their own health and wellbeing by engaging in a range of activities organised and delivered by the Council and will also look after themselves in their own time. Staff will proactively look for the opportunities, activities and events that best suit their needs and working patterns. In practice that may simply be just making sure to take active lunchtime breaks, participate in the corporate events such as 5k your way, consider alternative means of travelling to work and at work to maximise their physical activities, make healthier choices (e.g. take stairs rather than lift), enrol to development opportunities etc. Staff will also be encouraged to openly discuss existing health problems with their managers and have plans in place with occupational health on how to best manage their condition and achieve work-life balance.

4.1 **Managers** will lead by example in promoting health and wellbeing at work by actively engaging in a range of activities, and also be trained to have regular conversation with their staff on how to actively promote health and wellbeing. Managers will have responsibility to ensure that staff has protected time to engage in a range of developmental programmes and health and wellbeing activities. This could be discussed and agreed at regular 1:1s and as a part of appraisals and included in personal development plans. Managers will also be equipped to recognise early signs and symptoms of any potential mental health and emotional problems and discuss this with their staff in a safe and caring environment.

4.1 **Corporately,** Haringey Council will support health and wellbeing initiatives by communicating general messages regularly and incorporating health and wellbeing of their staff into the Staff Offer and other corporate campaigns.

5 GOVERNANCE AND DELIVERY PLAN IMPLEMENTATION

5.1 Haringey's Health, Safety and Wellbeing governance was recently reviewed and Workforce Health and Wellbeing Group (WHWG) was set up in December 2014. New governance is enclosed in Appendix II. The aim of the WHWG is to provide strategic support and senior leadership to the development and implementation of the Strategy. Group meets on a quarterly basis and has staff representatives from different work areas and services within the council. The Group is reporting into Corporate Health, Safety and Wellbeing Board chaired by Chief Operating Officer who is also a champion in workforce health and wellbeing.

5.2 The Group has overseen a development of the Strategy and delivery plan enclosed in Appendix I. Delivery plan details a set of actions, deliverables and proposed measures of success under each of the three priorities. It is recognised that the proposed measures of success are focusing more on the process measures rather than the outcomes measures. We will however work towards developing acceptable measures that would capture the main three outcomes of the success:

➔ Overall reduction in sickness absence

➔ Reduction in work related injuries and illnesses

➔ Improved mental health and wellbeing of all staff (developmental measure)

5.3 The Group will oversee implementation of the delivery plan and will report on progress to the Corporate Health, Safety and Wellbeing Board and Senior Leadership Team (SLT) on the regular basis.

Appendix I – WORKFORCE HEALTH AND WELLBEING STRATEGY DELIVERY PLAN

Priorities	What we are going to do?	How are we going to it	What will be measure of success
Priority 1: Improving life expectancy			
Outcome 1: Increase physical activity and healthy eating	Increase the number of Staff Health Walks Promote the WorkPlace Challenge Scheme Staff encouraged to organise and promote inter staff physical activity and sport activities Encourage staff to be more active during the working day, eg. walk up the stairs, walk across the office to pass on messages rather than email, to use the Council pool of bikes to cycle to meetings. Participation in local and national initiatives such as, 5k Your Way, Bike to Work, Walk to Work week, etc. Excellent facilities for employees who wish to cycle to work or participate in lunchtime classes: e.g. secure bike compounds, changing/ shower rooms, lockers, etc. Provide good communications/ signposting to existing physical activity initiatives within Haringey, eg. lunch time walks, tag rugby, zumba classes, favourable gym membership. Encourage all staff to eat healthily and promote healthy choices	More Walk Leaders trained Workplace Challenge Champions trained (x2) Workplace Physical Activity and Sport Policy developed and adopted by the Council and prominent on the intranet. Continue to promote staff physical activity via posters, Smart Talk, Intranet, etc. Increase the uptake of staff using the Council's "pool bikes". Senior Management leadership for 5k Your Way To have participated in national bike campaigns To have at least one facility in each of Haringey staff buildings. Cycle maintenance sessions on main site monthly and remote sites at least twice a year. Continue to promote existing physical activity initiatives within Haringey via Intranet, Smart Talk, etc. To ensure information on diet and calories intake is promoted via posters and pamphlets in all council buildings and on podium, i.e. 5 a day, etc. Encourage replacing biscuits and chocolate snacks for fruit snack during work time	Number of walk leaders Number of Staff Walks Number of Workplace Challenge Champions Number of independently organised staff activities open to the workforce Numbers of staff using the "pool bike" scheme. Visible posters around staff buildings promoting physical activity. Number of campaigns participated in. Number of Senior Managers participating in campaigns Number and types of facility on each site is increasing Number of cycle maintenance sessions on remote sites. Numbers of staff participating in activities. Visible posters/pamphlets displayed around staff buildings

Priorities	What we are going to do?	How are we going to it	What will be measure of success
	Undertake a Council Travel Plan (last updated in 2009) to find out how people currently travel to work and what would make them travel actively.	A survey to staff would need to be promoted through pop ups, posters around the building, through payslips etc so that we can find out what staff currently do and what would encourage them to change to travel more actively. The Modeshift website could be used to log changes.	Increase in the number of staff travelling to wokr

Numver of staff taking place in active travel activities at work.

Possible decrease in the number of essential car users each year. |
| Outcome 2: Reduce smoking levels among staff | Provide good communication/ signpost to Stop Smoking Service for staff who would like to give up smoking.

Participation in national No Smoking events, eg. No Smoking Day, Stoptober, etc.

Provide onsite support for staff who would like to give up smoking during their working day and encourage online access for support.

Run brief intervention training for staff e.g. Making Every Contact Counts (MECC) training | Continue to promote Stop Smoking services via posters, smart talk, Intranet, etc.

To have participated in at least 2 National No Smoking campaigns.

To have run on site Stop Smoking Clinics in Haringey buildings.

Arrange and run at least three brief intervention trainings for staff each quarter. | Numbers of staff attending the Stop Smoking Clinics.

Number of campaigns participated in.

Numbers of on site Stop Smoking Clinics run.

Number of MECC brief intervention training sessions provided and number of staff attendance on MECC. |
| Outcome 3: Reduce substance misuse | Review our existing Alcohol Policy taking into account other addictions such as substance misuse, gambling, etc.

To continue offering support to staff who have addiction problems.

Occupational Health to work with outside agencies to enable fast treatment/support referrals.

Include alcohol screening in our MOT Health checks for staff.

To extend the Identification and Brief Advice (IBA) training to all in HR and Service Managers.

Provide good communication/ signposts and information on alcohol and substance misuse for staff and management and participate in local and national initiatives such as Dry January. | To have reviewed and implemented our new Alcohol & Addictions Policy.

To have reviewed all our other HR policies to take Addictions into account, eg sickness absence policy, driver policy, etc.

Ability for all staff to access our Occupational Health Service seeking support.

For all staff in Occupational Health to have Identification and Brief Advice (IBA) training.

To have run at least three Identification and Brief Advice (IBA) training sessions or MECC for HR staff and Senior Managers.

Continue to promote alcohol awareness service via posters, Smart Talk, Intranet, etc.

To have participated in at least 2 national Drink Aware Campaigns. | Policy reviewed and changes implemented by April 2015.

Numbers of staff accessing support from Occupational Health/Optum.

Timescales of referrals for treatment/support.

Number of IBA/MECC training sessions and number of staff attended sessions.

Number of campaigns participated in.

Visible posters around staff buildings promoting alcohol and substance misuse |

Priorities	What we are going to do?	How are we going to it	What will be measure of success
Outcome 4: Reduce the risk of cardiovascular disease (CVD) and Cancer	Participation in local and national initiatives such as British Heart Foundation Health at Work events. Voluntary MOT Health checks for all staff. Screening for CVD. Work with the local Public Health Team to offer NHS Health Checks to target groups (Over 40's). To provide information to raise awareness of early signs and symptoms of stroke, cancers and diabetes	To have raised awareness of national CVD campaigns via posters. Intranet, Smart talk, etc. Continue to offer all staff MOT Health Checks All staff are given an opportunity to have a health check in working hours. To have participated in at least 2 national cancers or stroke campaigns, eg Sun awareness talk to park staff, breast cancer awareness, etc.	Promotional material available on all office sites Numbers of staff attending for MOTs. Notification of national CVD campaigns in staff communications. Number of campaigns participated in.

Priorities	What we are going to do?	How are we going to it	What will be measure of success
Outcome 5: Support staff to remain healthy at work including staff with pre-existing long term health conditions.	Integration of health and wellbeing discussions led by managers Ability for staff to access comprehensive Occupational Health Services which focus on the promotion of wellbeing and prevention of ill health, as well as the ability to provide proactive services focussed on screening, treatment related to work issues and advice.	For all staff one-to-ones to include a discussion on the employee's health and wellbeing. For all staff appraisals to include a question on health, safety and wellbeing. Offer training on health and wellbeing to all Senior Managers (e.g. MECC) To promote access to Optum Employee Assistance Programme (EAP) https://www.livewell.optum.com/public/welcome.asp To increase the uptake of seasonal winter flu immunisation in front line services.	Response to short staff survey asking if management in one to ones discuss their health and wellbeing Staff appraisals include a question on health, safety and wellbeing Number of senior managers receiving training on MECC Number of management referral to Occupation Health and number of staff accessing Optum Numbers of staff having the seasonal winter flu immunisation in front line services.
	Promote good practice of sickness absence management across the organisation.	Offer staff work-related vaccinations where a risk assessment has identified the need. Occupational Health and HR Advisors to carry out joint training sessions for managers on sickness absence procedures. To review all existing HR policies to include health and wellbeing issues.	Numbers of staff having work-related vaccinations. Number of training sessions carried out for management on sickness absence. Reduction in sickness absence
	Management to support staff to return to work following illness.	Adjustments made in the workplace to allow staff to return to work promptly after illness, eg. phased returns, adaptations to workstations, etc.	Number of staff returning to work with agreed work adjustments, where necessary. Number of staff accessing Haringey Sexual Health website
	Promote improved understanding and di-stigmatisation of HIV/AIDS as part of Long Term Care Management illness and raise awareness of access to testing.	For staff to be educated on the facts about HIV infection & AIDS through appropriate information included in occupational health, staff communication channels and first aid training. Continue to actively participate in national HIV/AIDS campaigns/events such as National HIV Testing Week (NHTW) & World AIDS Day (WAD) Ensure that staff who wish to access testing or disclose their HIV status are appropriately supported and treated confidentially in line with the councils policies.	Promotional material available on all office sites Number of providers offering HIV testing locally. Non discriminatory & confidential procedure in-place for staff to access additional support

Priorities	What we are going to do?	How are we going to it	What will be measure of success
Priority 2: Improve Mental Health and Wellbeing			
Outcome 1: Reduce stigma and discrimination associated with mental ill health	Implement Time to Change action plan: develop a Council-wide strategy on tackling mental health stigmas. Managers to be willing to put reasonable adjustments in place to allow staff members with mental health needs to remain at work.	Sign to 'Time to Change' Pledge and implement action plan including delivery of awareness training on mental health and wellbeing for all staff Utilise national 'Time to Change' promotional materials and tools to promote staff openly talking about mental health issues Utilise national 'Time to Change' promotional materials and tools to promote staff openly talking about mental health issues Deliver mental health awareness raising for all staff and with a particular focus for senior managers	Number of training sessions on mental health and number of staff attending the session. Launching intranet webpage on 'Time to Change' and monitor Intranet hits Launching intranet webpage on 'Time to Change' and monitor Intranet hits Number of training sessions provided and number of staff attending the sessions The number of employees who have declared mental health issues.
Outcome 2: Increase staff personal resilience	Provide training on change management and impact of change for all staff	Implement a number of training sessions during a significant reorganisation phase Run 'thinking space' sessions for staff in-work to allow for resilience building and solution focused initiatives	Number of staff attending 'thinking space' session Overall mental health and wellbeing of staff improved
Outcome 3: Support staff to manage stress effectively	Managers to have the skills to identify symptoms of stress and offer support to employees who are unable to cope. Undertake stress risk assessment for teams with high sickness absence rates.	Training sessions available to staff and management. Training for managers to identify signs and symptoms of stress. Continue with the first aid mental health at work training sessions. Health and Safety team will carry out group risk assessment and provide full support with running focus group and supporting managers and the teams to develop action plans to tackle underlying causes of stress at work.	Number of training sessions carried out. Number of staff attending the first aid mental health at work training sessions. Reduced sickness absence related to stress

Priorities	What we are going to do?	How are we going to it	What will be measure of success
Outcome 4: Promote mental and emotional wellbeing of staff	To recruit Council's mental health champion at the senior level (e.g. member) To recruit and train from current workforce mental health champions in each Directorate. Promote interventions linked to improve mental and emotional wellbeing	Recruit senior leader to be mental health champion Recruited and trained at least three mental health champions. Develop online survey on mental health and wellbeing for staff to assess the baseline; signposting for resources improving mental and emotional wellbeing such as 'Five Ways'; Mindfulness, access to relaxation therapies etc.	Member recruited as mental health champion Number of mental health champions within Haringey Council 50% of staff completing the survey Staff accessing online resources for improved mental and emotional wellbeing
Priority 3: Improve psychosocial working conditions			
Outcome 1: Positive employee / management relations	Create environment where all employees feel engaged ,fully informed and in control of their work and decision making	Corporate Management Group regular meetings and agenda setting every six weeks Regular staff newsletters Chief Executive weekly newsletter Regular staff briefings, 1:1s and 'My Conversation' and investment map	Attendance at CMG Staff feeling informed and engaged in the delivery of the Corporate Plan All staff aware how their work relates to Corporate Plan Priorities My conversation and investment map adoption
Outcome 2: Maintaining flexible working arrangements	Maintain flexible working arrangements so that staff can have good work-life balance Promote healthy work– life balance Encourage staff to buy up to one week's extra annual leave to improve wellbeing	Ensure that all managers are fully up to date with current flexible working arrangements and exercise their responsibility to ensure that the policy is fully implemented. Ensure that staff do not regularly work overtime Discourage late e-mail postage (e.g. not after 6.30pm and before 8am unless emergency) Staff can choose to spend this time with family and friends, take a course to widen capability or simply take time off to easy stress.	Number of staff on flexible working arrangements This could potentially be asked as part of the staff survey No. of staff buying one week extra annual leave
Outcome 3: Providing line-management training and promotion of effective leadership	Provide a range of learning and training opportunities accessible to all staff	Commission high quality training and development sessions focusing on developing management and leadership skills Implement mentoring scheme within Haringey and externally Provide on-job training opportunities to develop further management and leadership skills	

Priorities	What we are going to do?	How are we going to it	What will be measure of success
Outcome 4: Providing in-work training and development to promote job satisfaction	Develop a range of initiatives to build capacity and skills within existing workforce	Haringey Academy Skills for the future programme My career Culture and Change Programme Customer services training and development	Number of staff participating in Haringey Academy Performance on recruitment and retention Job satisfaction – annual staff survey

Appendix II – Haringey's Health, Safety and Wellbeing Governance

Corporate Health, Safety and Wellbeing Board
(Chaired by Tracie Evans, Chief Operating Officer)

Service Health, Safety and Wellbeing Champions

Any other Service HS&W Champion or Officer instructed to attend

Corporate Health, Safety and Wellbeing Team

Service Health, Safety and Wellbeing Boards

➜ Children & Schools
➜ Adults Service
➜ Planning & Regeneration
➜ ES & CS

Workplace Health and Wellbeing Group

Services Health, Safety and Wellbeing Champions Board

10 other Service HS&W Champions

Service Health, Safety and Wellbeing Champions

(Complete Risk Register)

Service Health, Safety and Wellbeing Champions

(Complete Risk Register)

Service Heads/ Managers

(Complete Action Sheet/ Matrix/Risk Register)

Service Heads/ Managers

(Complete Action Sheet/ Matrix/Risk Register)