



Leicester
City Council

WARDS AFFECTED
N/A

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Cabinet

17th May, 2010

Employee Wellbeing Strategy and Action Plan

Report of the Director of HR and Director of Public Health & Health Improvement

1. Purpose of the report

To obtain feedback on and support to the draft employee wellbeing strategy and action plan for the Council.

2. Summary

The development of an employee wellbeing strategy for the Council links to the One Leicester priority of 'improving wellbeing and health', the CAA and the Council's Improving Attendance strategy.

3. Recommendations

Cabinet is asked to:

- Approve the strategy and its action plan (subject to further development to be agreed with the Cabinet lead for Finance, Community Cohesion & HR).
- Consider what other actions could help to promote an organisational culture of health and wellbeing.

4. Report

4.1. Background and linkages

One Leicester – strategy to reduce health inequalities

The development of a wellbeing strategy for the Council links to the One Leicester priority of 'improving wellbeing and health'. The City currently has a 'red flag' from the CAA in relation to tackling health inequalities.

Although life expectancy in the city is improving, Leicester is still in the bottom 20% of local authority areas. Just under 60% of our employees live within the city boundary, with approximately 23% of employees living in the 4 most deprived areas of the City. These areas are more likely to experience:

- Poor health and low life expectancy
- Social exclusion
- Low educational attainment with poor literacy levels
- High unemployment
- Low income

As an employer, the City Council has a key role in improving health and reducing health inequalities in the City through the systematic application of employee health and wellbeing policies and through the active engagement of staff, particularly those that have higher levels of health need.

CAA – Key Lines of Enquiry for HR

The CAA 'Key Lines of Enquiry' for HR includes a 'productive and skilled workforce' strand. The description of this strand includes the statement that 'it is about investing in developing people and skills, actively managing performance and supporting the health, safety and well-being of staff to get the best out of people'.

The self-assessment information for an organisation that performs well, includes the statement that 'the Council will be investing in the health, safety and well-being of its workforce with evidence of successful well-being initiatives which are optimising health outcomes and productivity through improved attendance rates'.

Because of the demographic make-up of the Council's employees, the Council is particularly well placed to contribute towards reducing health inequalities in Leicester. This strategy is one of a range of strategies that seek to embed work to reduce health inequalities into the mainstream activities of the City. In addition, the development of the wellbeing strategy and action plan links to the findings of the 2009 staff survey.

Improving attendance

Improving staff health and reducing staff illness will clearly result in a reduction in sickness absence, which is of benefit to both the individual and the organisation. One of the actions contained in the Council's Improving Attendance Strategy is to 'continue to sell the Council's existing interventions (rehabilitation, discounted leisure centre membership, smoking cessation, health cash plans, etc.) by developing a specific well-being strategy'. In addition, within the 'Our People' strand, the ODI Plan identifies reduced sickness absence levels as being an indicator of improved performance management.

4.2. What will success look like?

In addition to the health benefits for individuals and City more widely, there is growing evidence of the business benefits employee health and wellbeing, through:

- Reduced sickness absence (e.g. due to stress or musculoskeletal disorders).
- Improved recruitment and retention.
- Improved employee engagement (e.g. measured through staff survey results).

4.3. The strategy and action plan documents

A working group, led by Deb Watson, has developed the attached draft strategy and action plan. The document describes what the Council already has in place regarding employee wellbeing, including; discounted use of the Council's leisure facilities, musculoskeletal rehabilitation, confidential counselling, alternative ways to travel to work, etc. The finalised version will be published in hard and electronic formats, with relevant photographs, etc.

4.4. Employee focus groups

A series of six employee focus groups concluded on 26th March. The aim of the focus groups was to obtain engagement from staff in the development of the action

plan to implement and embed the strategy (e.g. identifying barriers and what different approaches may be needed in different parts of the organisation). The sessions were facilitated by the Engagement Team from NHS Leicester City and took place around the City to help ensure a wide range of staff were able to attend.

Feedback from the focus groups is currently being collated and analysed. However, it is likely that the feedback will result in additional information being included in the strategy document and additions to the strategy's action plan. Some of the recurring issues to emerge from the focus groups include:

- A need to improve awareness of what is already in place, including management understanding of what is in place (particularly as managers are gate-keepers for some interventions and support).
- A lack of break-out, welfare or eating space in many buildings.
- Concerns about levels of stress in the organisation and whether management processes are adequate to deal with this, including awareness of mental health issues.
- The Council's attendance management policy being perceived as punitive rather than supportive.
- A lack of opportunities for physical activity for staff working in the City centre, including a lack of Council leisure facilities in the City centre.
- Concerns about the adequacy of cycle routes around the City.
- The importance of visible support to health and wellbeing issues from senior management.

The above feedback indicates that directly and indirectly, managers at every level have a key role to play in improving the health and wellbeing of the workforce. For example; effectively supporting individuals, being fair and working within policies, providing good quality and structured supervision, as well as ensuring individuals are aware of and supported to take-up opportunities that will support their health. The City Council is already seeking to strengthen management skills through a range of management development programmes, which will underpin this agenda.

4.5. Workplace health champions

The strategy proposes establishing a network of 'workplace health champions' to act as internal ambassadors for the Council's health and wellbeing activities. The intended role of these 'champions' would include; organising and encouraging activities (e.g. at the Council's Sport Club or self-organised employee groups), being contacts to distribute information at a local level and potentially being recipients of 'brief intervention training' (on issues such as smoking cessation and alcohol). Operations Board has already agreed to support this role, by allowing champions up to 2 hours paid time each month (pro rata) to undertake that role (subject to normal arrangements regarding manager approval).

4.6. Launching the strategy

As part of the development of an ongoing communication strategy, drop-in events for staff are being planned to help launch the strategy. The events are planned to take place in different parts of the City and would provide an opportunity for staff to find out more about what the Council already has in place. For example, encourage employees to join the Council's leisure facilities, join the 3x30 pledge, etc. Operations Board has agreed to support these events by allowing staff time during work to attend. It is hoped to deliver these launch events to coincide with the Matt Hampson Trust's 'Walk4Matt' which is taking place 22nd to 29th May, 2010.

Recognising the key role of managers and the need for visible commitment from them, a copy of the finalised strategy will be issued to all managers for them to cascade to their staff. As part of this, managers will be provided with materials and information to assist in the communication of this issue to their teams.

4.7. Monitoring of the strategy

The strategy document identifies how impact can be measured. The Well-Being Strategy Group will continue to meet on a regular basis to monitor implementation of the action plan and the impact of the strategy (e.g. on sickness absence levels). Information on Wellbeing issues will be reported to senior management via the existing Corporate H&S Report & Plan. Periodic feedback will be provided to Cabinet.

5. Background Papers – Local Government Act 1972

N/A

6. Consultations

Director of HR, Director of Public Health & Health Improvement, Wellbeing Strategy Working Group, Trades Unions.

7. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

7.1. Financial Implications

Direct financial costs arising as a result of the implementation of this action plan include allowing employees paid time during work to attend the six focus group sessions (costs or opportunity costs for potentially 12x6x1.5 = 108 hours, equivalent to approx. £1,080 - based on average LCC salary), allowing ‘workplace health champions’ up to 2 hours (pro rata) paid time per month (equivalent to approx. £11,520 - based on average LCC salary) and the opportunity cost of allowing staff time during work to attend the series of launch events promoting the strategy. The planned production and distribution of an ‘employee benefits’ leaflet will also need to be costed and budgeted for.

However, one of the potential financial benefits arising from the implementation of this action plan is that by improving the health of staff and reducing illness there would be a corresponding reduction in sickness absence and thereby reducing the cost of sickness absence to the Council.

(Alison Greenhill, Interim Chief Accountant)

7.2. Legal Implications

There are no additional legal implications at this stage.

(Peter Nicholls, Director of Legal Services)

8. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph Within Supporting information	References
Equal Opportunities	No		
Policy	No		

Sustainable and Environmental	No	
Crime and Disorder	No	
Human Rights Act	No	
Elderly/People on Low Income	No	
Corporate Parenting	No	

9. Report author

James Royston
Head of Pay & Workforce Strategy
Ext. 29 8099

Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

One healthy workforce

- An employee health and well-being strategy for Leicester City Council

Foreword

We want everyone who works here at Leicester City Council to know that they are vital to the work we do for Leicester.

Giving everyone the opportunity to get involved in making their workplace a healthier place means that everyone can help to make a difference – for themselves and for each other. Health and wellbeing is our shared goal and this strategy document sets out policies and plans to achieve that goal.

We hope that there will be some quick wins resulting from this strategy – more employees finding out about health issues and getting involved in healthy activities, better health records and reduced staff illness.

However the real gains come further down the line. In five to ten years time we hope that improvements in health will lead to staff feeling and being healthier at home and at work. We also hope that by setting an example as a healthy employer, we will encourage other local employers to follow our lead.

Overall, we want to achieve a workplace where:

- We support the health and wellbeing of all employees
- Everyone knows how to improve and maintain their own health and wellbeing and to make healthy lifestyle choices
- Everyone enjoys healthy working conditions and practices
- People's health is improved through being at work

We hope that you can all help us to make this happen.

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Introduction

Improving wellbeing and health - A One Leicester Priority

Leicester must face up to some difficult issues if its people are to live longer, healthier and happier lives. Although life expectancy in Leicester is increasing, it's not increasing as fast as elsewhere.

People in Leicester can currently expect to live, on average, two years less than in the rest of the country. And this gap in life expectancy is widening over time; it's even worse for the city's poorer communities.

By developing and implementing our citywide 'One Healthy Leicester' strategy we can ensure that everyone has the ability and opportunity to participate actively in the life of the city

We will make it easier for people to adopt healthy lifestyles by investing in infrastructure that supports everyone's wellbeing, such as walking and cycling networks and community facilities for sports and physical activity.

Health and health inequalities in the City

- Although life expectancy on the city is improving, Leicester is still in the bottom 20% of local authority areas.
- Some areas of Leicester fall within the most deprived 5% of all areas in England and poor health is strongly associated with deprivation.
- Leicester has the worst death rates caused by coronary heart disease in the East Midlands with smoking, lack of physical exercise and poor diets being the major causes.
- It is estimated that in Leicester:
 - 1 in 4 adults smoke
 - 1 in 4 are obese, and only
 - 1 in 4 eats healthily

Leicester City Council - An employer of choice

As part of our 'One Healthy Leicester' commitment, we've also created this 'One Healthy Workforce' strategy. As the largest

employer in the city, our goal is to make it easier for all our employees to choose healthy lifestyles. By becoming a healthy organisation, we can also become an example for other local employers to follow.

We recognise that employees are our most valuable asset. So we are committed to ensuring that all employees are able to access health initiatives and information, regardless of age, gender, ethnic origin, disability, sexual orientation, religion or belief, abilities, job roles and work patterns. Where necessary, we will take specific actions to reach those employee groups who are likely to have higher levels of health need.

Just under 60% of the Council's employees live within the City boundary, with just under a quarter living in the four most deprived areas of the City. These areas are more likely to experience:

- Poor health and low life expectancy
- Social exclusion
- Low educational attainment with poor literacy levels
- High unemployment
- Low income

By helping our employees to make healthier lifestyle choices we can improve not only their lives, but also the health of their families and friends.

How will success be measured?

Success will be seen in improved health for individuals and in the City more widely. From an organisational perspective, the strategy's success will be seen in increased awareness and take-up of health and wellbeing interventions and support, and the changes that individuals or teams make to improve their health and wellbeing.

The longer-term organisational success measures would include:

- Reduced sickness absence, for example due to stress or musculoskeletal disorders.
- Improved recruitment and retention.
- Improved employee engagement, for example measured through staff survey results.

What support is available – an overview

We already have lots of things in place to support the health and wellbeing of our employees, including:

- Discounted leisure centre membership for our employees.
- A range of outdoor activities and facilities, including the City Council Sports Club.
- A counselling service for employees who want to access confidential help and support
- An occupational health service that provides advice on health and work
- A musculoskeletal rehabilitation service for employees with back pain or other musculoskeletal problems
- An alcohol and drugs policy to provide support to employees who want help
- A 'Breathing Space' strategy to encourage people to use alternatives to their car
- A violence and aggression policy that aims to reduce violence at work
- A domestic violence policy to support employees who experience domestic violence.
- A sickness absence procedure to reduce the impact of sickness absence on the individual and the organisation
- A smoking policy to support employees who want to quit smoking
- A stress management policy that aims to prevent stress happening and respond effectively when it does

Further information on all of the above and other health and wellbeing support is provided in this document.

Discounted leisure centre membership

Our employees can enjoy unlimited access to the council's gyms and swimming pools with the benefit of a corporate discount. For as little as £24 a month staff can access five different gyms and seven swimming pools across the city. The price also includes aerobics classes, badminton, squash and table tennis bookings.

For one-off activities, employees are charged the lowest concessionary rate and there are also staff reductions for using the fitness suites on a pay-as-you-go basis. Savings in excess of over £100 can be made when compared against other competitors in the city.

How to receive staff discount

To receive your discount, apply for 'The Card' at any of our leisure centres and take along your ID badge or current payslip.

Or you can apply for 'The Card' on-line by completing the application form. Your card will be available seven days later at any city council leisure centre – just take along your ID badge and current payslip.

For further information...

Please look on Insite, contact sports.services@leicester.gov.uk, or go into your local leisure centre.

Outdoor activities

In addition to the Council's leisure centres, there are plenty of outdoor activities including:

- Getting an allotment.
- Sports activities on parks – including free tennis and organised tennis coaching, bowls taster sessions, fun sports days, athletics, outdoor gyms, skateboarding and BMX.
- Free outdoor events such as the dawn chorus walk.
- Volunteer conservation days organised on the Riverside by the British Trust for Conservation Volunteers.

- Vehicle free environments for cycling on our parks.
- Free 'walking for health' self-guided walks developed in partnership with the Countryside Agency and NHS Leicester City, with organised walking groups every week at Braunstone and Spinney Hill Park.

For further information...

Please look on Insite, or contact Parks Services on (0116) 252 7003, or email: Parks@leicester.gov.uk

The City Council Sports Club

A city council sports club has existed since at least the 1970s. The focus of the club's activity is the Council sports ground on Braunstone Lane East.

The club already provides opportunities for teams to play in cricket and football leagues – but also wants to increase the range of sports that take place from the club's site.

As well as organised leagues and events, you can use the ground to organise and run your own events – even just for a one-off event.

We want to encourage (including through our proposed network of employee health champions) individuals and groups of staff to make use of this facility, whether by joining the existing leagues or organising their own activities.

For further information...

Please contact Andy Morley (29 7404) or Steve Hayden (29 7491).

Confidential counselling for employees

A free and confidential telephone and face-to-face counselling service is available to employees. The service is run by qualified counsellors, from 8.30am to 8.30pm, 365 days per year.

The service is provided by Amica Counselling and Psychological Support Services which is part of the University Hospitals of Leicester NHS Trust and is located at the Leicester Royal Infirmary.

Their services include counselling for:

- Abuse
- Anxiety and depression
- Bereavement
- Bullying and harassment
- Family/relationship issues
- Legal and debt counselling (signposting)
- Mental health
- Physical violence
- Psychological trauma
- Substance and alcohol misuse
- Work related stress

However, this list is not exhaustive.

How do employees access the service?

- Telephone counselling – by calling Amica direct on **(0116) 254 4388**
- Face-to-face counselling – employees can receive up to eight face-to-face counselling sessions, without seeking funding authorisation from their line manager.

Family members can also access Amica's services in the event of a major trauma/incident involving one of our employees, subject to agreement with the employee's manager.

Arrangements for school based employees

Arrangements differ for school-based employees:

- Telephone counselling – by calling Amica direct on **(0116) 254 4388**
- Face-to face counselling – self-referral is not currently available to school-based employees and therefore it cannot be accessed without approval of funding.

School-based employees should speak to their Head Teacher or HR team to obtain funding approval.

Support for managers

Amica can also provide support and advice to managers, including how to deal with a critical incident / adverse event.

Mediation

Mediation is about resolving conflicts in a structured, but informal basis. Mediation services are also available on request from Amica.

For further information...

Please look on Insite, the schools extranet, or contact Amica on (0116) 254 4388.

Occupational Health – advice on health and work

Occupational Health (OH) is about ensuring that individuals are fit and healthy and that their health is not adversely affected by their job (or vice versa). OH professionals work with staff and managers to improve the health and well being of staff at work. They do this by:

- Assessing whether people are fit enough to work.
- Suggesting improvements to the work environment.
- Developing return to work programmes to assist employees to return to their normal duties after illness.
- Promoting active participation of staff in health activities.
- Telling employees about other sources of support and advice.
- Providing health surveillance to employees who are exposed to particular hazards because of their work.

Our Occupational Health service is currently provided by an external specialist OH provider.

For further information...

Please look on Insite, the schools extranet or contact your HR team.

Our smoking policy

- supporting employees to who want to quit

One in every two life-long smokers is killed by tobacco and most smokers lose many years of active life. Smoking remains the largest preventable cause of death in England.

The Council's smoking policy is available via Insite and the Council's internet pages.

Support for employees

We want to support employees who wish to stop smoking. To do this we will allow any employee who joins a recognised smoking cessation schemes (e.g. the 'STOP!' scheme) up to five hours paid time-off (pro rata for part-time and job share workers) to attend smoking cessation schemes if the sessions occur during or impact on work time.

Smoking policies and schools

Staff in schools act as role models for pupils. Therefore, the council recommends that governing bodies and head teachers adopt smoking policies that are compatible with the smoking policy covering the rest of the council.

Where to get support

If you would like help to stop smoking, please ring the STOP! team on 0116 295 4141.

STOP! is the Leicester smoking cessation service, and anyone living or working in Leicester can get support to stop smoking. There are over 100 places throughout Leicester where advisors, including pharmacists trained to do smoking cessation, offer a treatment plan (up to 12 weeks' treatment, one-to-one). All evidence-based treatments, from nicotine replacement therapy to Champix, the very successful stop smoking treatment, are available through the scheme, as well as extra help and support. Those who do not pay prescription charges get the whole course free; others pay up to a maximum of 6 prescription charges.

It's a friendly helpful service. They will sort out the most convenient place for people to go and get the support they need to stop smoking.

The STOP! team would be happy to come to team meetings and explain how the service works, or to offer advice sessions to groups of smokers at their work areas. If you would like to take them up on this offer, please contact Louise.Ross@leicestercity@nhs.uk

For further information...

On the council's policy, please look on Insite, the schools extranet pages or contact the HR Admin Team (ext. 39 5003).

On STOP! - please look on Insite, the schools extranet pages or contact STOP! on 295 4141.

STOP! also runs a smokefree homes scheme which has already helped protect hundreds of children from second-hand smoke

Healthier catering

Nutritional standards were introduced into primary schools in September 2008 and into secondary schools in September 2009. The School Food Trust are supporting City Catering to increase the uptake of school meals, along with promoting healthier food choices.

In addition to providing catering to schools, luncheon clubs and numerous other services, City Catering also provides internal catering services for meetings and other events in the council.

As well as offering options relevant to all dietary needs and a locally sourced menu, City Catering also provides a range of healthier options.

For further information...

Please contact City Catering on ext. 39 3038

Please also see the Council's Catering Hospitality Policy which is available on Insite.

Musculoskeletal rehabilitation – injuries, aches, pains and bad backs

The musculoskeletal rehabilitation service assists employees with their recovery from musculoskeletal injuries and conditions.

In general terms, musculoskeletal injuries and conditions are those things that affect bones, muscles, ligaments, tendons, etc. These include conditions such as tennis elbow, lower back pain, dislocation, ligament damage, slipped disc, carpal tunnel syndrome and whiplash injuries. The programme is currently provided by an external company, IPRS.

The service is available free of charge to all employees (except agency employees and employees of those schools which have not opted to buy into the service) even if their injury was not sustained at work.

How to access the service

Individual employees are referred via their line manager, although in some cases HR or Occupational Health can also make this referral.

Once an employee is referred, the provider will carry out an initial physiotherapy assessment, and then provide a diagnosis and individual treatment plan.

For further information...

Please look on Insite, the schools extranet, or contact Health & Safety Services (ext. 29 8133).

Stress management

The Council's Stress Management Policy states that: 'The council aims to take positive measures to manage stress effectively and to create an environment where stress is prevented so far as is reasonably practicable; and that where it becomes an issue for individual employees, they are encouraged to seek support.'

Although our stress policy is primarily concerned with stress arising from work, it also recognises that events occurring in an employee's personal life may also lead to stress that may have an impact on their work. Therefore, employees will get appropriate assistance whatever the cause. The policy also contributes towards meeting the NICE guidelines on promoting mental wellbeing in the workplace.

As well as guidance for individual employees and managers on what they can do, our stress management policy includes tools for:

- Carrying out preventative team-based stress risk assessments.
- Carrying out individually based risk assessments where someone is experiencing stress.

For further information...

Please look on Insite, the schools extranet pages or contact your H&S team. Please also see the section on confidential counselling earlier in this document.

Breathing space – alternative ways to travel to work

Breathing Space is a campaign encouraging staff to try out an alternative to their car. It's part of city-wide efforts to create a cleaner, more pleasant environment and to promote good health.

Those who drive to work are asked to make a *travel to work pledge*, while others can make a *home travel pledge*. Your pledge can be for one return journey – or more if you'd like.

Environment network representatives are promoting the campaign in workplaces and your representative can answer any questions. A list of representatives by service and workplace is available on Insite.

Making a travel pledge

To make a travel pledge, use the online pledge form or download a Microsoft Word version from Insite.

Travel information for planning journeys

For information about bus and train services, cycle routes and facilities go to the lifestyle travel pages on Insite.

You can also contact Bal Minhas in the Travel Plans Team on extension 29 6523.

Lunchtime walks

For fresh air and healthy exercise to break up your working day, why not join our lunchtime walks programme? For details or to book a place please contact Richard Freeman. Telephone 29 6547 or email richard.freeman2@leicester.gov.uk

For further information...

Please look on Insite, contact your environment network rep or the Environment Team – emas@leicester.gov.uk or ext. 29 6775

Cycling to work

Bicycle loans

The council has a scheme whereby employees who use a bicycle on business can apply for a loan of up to £500 to buy a new or second-hand bicycle. The loan is repaid through salary deductions over a one to five year period.

Tax free bikes for work – Cyclescheme

Council employees can also purchase a bicycle tax-free through 'Cyclescheme'.

Bicycle mileage rate

If you use your bicycle on business, the council will also pay mileage for the business journeys you do.

Bicycle User Group

The Bicycle Users' Group (BUG) is open to all employees who cycle, or are interested in cycling, to or at work. BUG's aims include:

- Representing the views of bicycle users at the council
- Increasing the use of bicycles for commuting to council workplaces
- Increasing the use of bicycles for Council work journeys

For further information...

On bicycle mileage rate - please contact the HR Admin Team

On bicycle loans – please contact the HR Admin Team (ext. 39 5003)

On Cyclescheme – please contact the HR Admin Team (ext. 39 5003), or go to the Cyclescheme website – www.cyclescheme.co.uk

On BUG - please look on Insite

Health cash plans

For several years employees and their families have been able to access discounted membership to a health cash plan scheme. In return for a weekly subscription, the scheme provides its members with payments towards the cost of dentistry, opticians, chiropody, etc.

For further information...

Please contact the HR Payroll Team on ext. 39 5003.

Other health and wellbeing policies

We also have a number of other policies and measures in place that relate, directly and indirectly, to health and wellbeing. For further information on all of these policies please look on Insite or contact HR Admin Team (ext. 39 5003).

- **Substance misuse – alcohol and drugs**

The aim of the policy is to help employees to accept appropriate support and providing the correct atmosphere to assist their full recovery, including complete confidentiality.

- **Domestic violence**

We are committed to helping anyone who is, or has been, a victim of domestic violence. We can offer help, advice, support and guidance on how to deal with any instances of domestic violence.

- **Work-life balance policies**

We provide a range of flexible working options to enable employees to balance the demands of their work and personal lives (including caring responsibilities, educational commitments, voluntary work and personal interests).

- **Harassment, discrimination and bullying**

Employees who feel they have been harassed, bullied or discriminated against in relation to their employment have a right to raise their complaint under our formal procedures.

- **Sickness absence procedures**

Like any other employer, we want to minimise sickness absence and maximise attendance at work. Our attendance management policy provides a framework for managers to manage both long and short-term sickness absence.

Over time, people will inevitably be taken ill. However, recognising the strong link between work and health, when sickness absence does occur we want to ensure that employees are supported and encouraged to return to work as quickly as possible.

We want managers to make good use of the interventions available, including ensuring quick referral to occupational health and the musculoskeletal rehabilitation programme, seeking support and advice from HR and ensuring staff are aware of the confidential counselling service.

- **Violence and aggression at work**

As part of our health & safety duties, we have a specific policy on violence and aggression to employees. We recognise our responsibilities as an employer and will endeavour, as far as is practicable, to eliminate or reduce the risk of violence and aggression to employees during the course of their work.

For further information...

On any of the above policies please look on Insite or contact HR Admin Team (ext. 39 5003).

Health and Wellbeing Action Plan

In addition to the health benefits for individuals and City more widely, from an organisational perspective the strategy's success will be seen in increased awareness and take-up of health and wellbeing interventions and support, and the changes individuals or teams make to improve their health and wellbeing. The longer-term success measures include:

- Reduced sickness absence, for example due to stress or musculoskeletal disorders.
- Improved recruitment and retention.
- Improved employee engagement, for example measured through staff survey results.

Action	Success measures	Lead officer(s)	Timescale
Ensure employees purchasing from City Catering are aware of the healthier eating options available.	Increased take-up of 'healthier options menu' by 10% in the first year.	Head of City Catering	Ongoing
Support a network of voluntary 'workplace health champions' (e.g. those organising events at the Council's sports club) to act as 'ambassadors' for the Council's well-being efforts. Including allowing the champions 2 hours paid time each month (pro rata) to undertake that role.	A network of champions is established across the organisation (e.g. at least two champions in each Division in the first year).	Head of Pay & Workforce Strategy	Ongoing
Provide every new employee with information on the Council's well-being strategy and initiatives. E.g. an 'employee benefits' leaflet, including information such as a membership form to join the Council's leisure facilities.	Improved awareness of the Council's strategy and use of the interventions and support available.	Head of Pay & Workforce Strategy	From May/June 2010
Undertake a series of health and well-being focus groups with employees.	A wide selection of employees are engaged in the development of the action plan and how to implement and embed the strategy, including front-line staff and how other hard-to-reach staff groups can be engaged.	Head of Pay & Workforce Strategy	March 2010

Undertake drop-in events around the City to support the strategy's launch. Including a presence from Sports Services, STOP, musculoskeletal rehabilitation provider, the Sports Club, Leics AIDS Support Services, etc.	Improved awareness of the Council's strategy and use of interventions and support available.	Head of Pay & Workforce Strategy	May/June 2010
Deliver ongoing programme of drop-in events (e.g. 2 to 3 times a year) at locations around the City.	Improved awareness of the Council's strategy and use of the interventions and support available.	Head of Pay & Workforce Strategy	Ongoing
Develop a communications plan to maintain awareness of well-being issues and what Council has available. Including promoting small changes that individuals can make in their everyday activities and lives.	Improved awareness of the Council's strategy and use of the interventions and support available.	Well-being strategy group	Jan/Feb 2010
Ensure employees are aware of and encouraged to take-up personal health checks available from NHS (aimed at 40 to 75 year olds). Including encouraging take-up by allowing attendance in work time, via existing provisions for 'time off for medical appointments'.	Groups targeted by the NHS take-up regular personal health checks.	Head of Pay & Workforce Strategy	To coincide with national public awareness campaign
Consider health and wellbeing implications as people management policies are reviewed and revised.	The Council's people management policies and processes contribute to the strategy's objectives. Employees and managers perceive the Council's people management policies as contributing to the health and wellbeing agenda.	Director of HR	On going
Monitor progress to implement the strategy and action plan, via 6 monthly meetings of the well-being strategy group.	Progress is monitored, gaps and issues identified and relevant feedback is provided to senior managers.	Well-being strategy group	Ongoing
Increase awareness and use of City Council's Sports Club.	Increased awareness and use of the Sports Club. Increase activity at the Sports Club by 10% in the first year.	Sports Club Committee	Ongoing