



## Report to Overview & Scrutiny Management Committee

19<sup>th</sup> April 2018

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**Subject:** Work Based Development and Wellbeing

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**Summary:**

In November, the Committee considered the development of the workforce strategy, with a particular focus on the wellbeing and development of staff. The Committee made comments on the development of the strategy, as well as identifying gaps, priorities and measures which were put to the Cabinet Member and Director of Human Resources for consideration.

This report contains a refresh of the comments the Committee made, and an update on the Council's work to support employee development and wellbeing from the Director of Human Resources and Customer Services.

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**Type of item:** The report author should tick the appropriate box

Reviewing of existing policy	
Informing the development of new policy	<input checked="" type="checkbox"/>
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	
Other	

**The Scrutiny Committee is being asked to:**

The Committee is asked to note the response and identify if any further information is required.

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**Background Papers:**

Overview and Scrutiny Management Committee papers and minutes, 16<sup>th</sup> November 2017.

**Category of Report:** OPEN

## **1. Introduction**

- 1.1 In November, the Overview and Scrutiny Management Committee considered a report on work based development and wellbeing. The OSMC made the following comments which were passed to the Cabinet Member and Director:

### **Overview and Scrutiny Management Committee Comments on Workbased Development and Wellbeing elements of the Workforce Strategy.**

The Committee has identified the following gaps that it would like to be considered further through the development of the strategy:

- Adequate mental health training for all staff
- Clarification of the role of trade unions in developing the strategy
- How initiatives such as Time to Talk can be made to work for all staff, particularly those that aren't in 'office based, office hours' roles.
- Staff being able and encouraged to complete the workforce survey
- The Council's approach to bullying, harassment and whistle blowing

In terms of issues the Committee would like to see prioritised in the strategy:

- Engagement with Trade Unions throughout the process of developing the strategy and implementing actions.
- There is a pressing need to ensure that there are range of options for whistleblowing and staff to report harassment, bullying and victimisation – so that individuals are able to choose the reporting method that is most comfortable for them; and that the options include a way to report and escalate issues that is independent of the Council. Work should also be done to raise staff awareness of these options.
- Ensuring that the organisation provides an environment that encourages the appropriate conversations around development and PDRs – the Committee was concerned about the low completion, or reporting rates of PDRs. This should include equipping our managers with the skills and capacity to have these conversations.
- Ensure that the organisation is communicating effectively with staff about changes to training, development and wellbeing.
- Clarity around the difference between long term and short term sickness absence and the different solutions they require.

The Committee would like the Strategy to have clear and measurable outcomes, and a vision of what success would look like. If the results of the workforce opinion survey are going to form the basis of any of these measures, consideration needs to be given to increasing completion rates.

## **2. Response**

- 2.1 The Director of Human Resources has responded to the Committee's comments as follows:

As confirmed in our scrutiny report, staff development and employee Health and Wellbeing are two strands of our Workforce and Organisational Development strategy. The strategy itself is still to be formally signed off but since November we have continued with Portfolio Workforce Boards to develop the strategy clarifying the outcomes we expect and the management information we will use to monitor progress against those outcomes. There is a draft action plan in place which has also been shared with the Strategic workforce board to start a conversation about the engagement from Portfolios to deliver outcomes and to understand dependencies.

As much of the work covered by our Workforce and OD strategy is already underway, the following is a detailed update of the work we have undertaken since November.

### **Staff development**

#### **Time to Sit Down and Talk/PDR**

We decided to extend the pilot of Time to sit down and talk until 30 April 2018 in order to enable further feedback on both the paperwork and the process. The initial feedback and comments were used to shape the 2018/19 PDR process (which is live from April 2018). The new PDR process will be a slimmed down version which shall allow PDRs to be completed both electronically or via a paper version (for staff who do not work in an office environment). Development opportunities are available with regard to both the system changes and the PDR conversations.

A final paper and recommendations regarding Time to sit down and talk shall be submitted to the Corporate Workforce Board in May.

#### **Management/Leadership Development**

##### **First Line Managers & New Managers**

First Line Manager (Raising the Bar) - The programme of learning activities for first line managers is being marketed throughout April with pilot sessions for two new modules (The Role of the Manager and Managing Performance) to be run in May.

##### **Middle Manager**

Work is currently undertaken with Directors to agree the outcomes for this programme. The proposal is for 3 core learning events (the role of the Sheffield Middle Manager, Self-Awareness and Innovation & Collaboration) to be attended by all middle managers. The development shall both support business as usual and middle manager involvement on Sheffield CC 2020 projects. The programme is scheduled to be piloted in September.

## Head of Service/Director Development

Work on the Head of Service/Director programme is currently on hold until the middle manager programme has been launched and embedded.

## Essential Learning

New essential learning requirements shall be launched into the organisation in April 2018. Communications of the changes shall be circulated in early April 2018.

## Roll out of Digital Offer to Priority Areas

Work is ongoing with regard to specifying the requirements of the SCC Digital Strategy.

- HRL&D have provided tablet training to 395 delegates from Repairs and Maintenance.
- HRL&D are supporting the WFCM project by creating and delivering digital skills training for Children's and Adults Social Workers (Feb 18 to Jan 19).

## Updated Employee Induction Programme

A new corporate induction programme was successfully piloted and launched in February 2018. Sessions are being scheduled every two months (the number of sessions can be increased depending on demand) Further work is being undertaken with regard to the full employee on-boarding experience (from pre-start to successful probationary completion).

## Communications

- Quarterly learning and development newsletters, providing updates, are available on the through the Sheffield Learning Hub and on the Intranet.
- Learning & Development Consultants attend all Portfolio People Boards to provide activity updates.
- New learning and development courses are advertised through What's On – a bi-monthly publication on the intranet.
- A redesign of the Sheffield Learning Hub (to improve usability) is scheduled to be undertaken by the HR systems team during 18/19
- HRL&D are currently working with the marketing and communications team to remodel internal and external course marketing materials.

## Health and Wellbeing

### Being Healthy at Work strategy

The Being Healthy at Work strategy was signed off in January and a plan for H&S team representatives visiting all service areas was established. The Strategy identifies that action plans are to be implemented at Service level and that individual Services are tasked to appoint a lead person to draw up the plan and take responsibility for its development.

Officers have attended the majority of the SMTs and are convening a group of nominated service leads to provide support and share good ideas. This should help identify common areas for development across the organisation but also support issues that are more localised. It is envisaged that all SMTs will have been visited by the end of April at the latest, and the first meeting with nominated Service leads is in mid-April and this will include the Trade Unions.

A half year report will be presented to the strategic workforce board on progress of each portfolio and service area and a full report at year end. To measure the effectiveness of this we would want to launch a Health Needs Assessment later in the year.

### Mental Health training

Mental health training could well be an important part of delivering action plans. Here are the training courses offered within the organisation that currently support good practice with respect to Mentally Healthy workplaces; details concerning availability and learning outcomes can be found on the Development Hub.

- Mental Health in the Workplace – Skills for Line Managers
- Bite-sized Managing Work Related Stress
- Managing Stress and Personal Stress Management e-learning
- Mental Health First Aid
- Mental Health Awareness
- A module is under development concerning understanding and building personal resilience.
- Personal Stress Awareness briefings delivered by request Corporately and in Schools

There is also some work being undertaken within SCC to support the citywide suicide prevention strategy and there are some training titles associated with that work:

- Talking about Suicide
- Supporting Colleagues Having Suicidal Thoughts

### **Communication**

- Recently a Health & Wellbeing Calendar has been developed. This contains hyperlinks through to the Development Hub on all relevant training relating to Health & Wellbeing. It also includes information to Local and National Initiatives aimed at improving Health & Wellbeing.
- On a quarterly basis a Health and Wellbeing Bulletin is published and distributed widely.
- Within our Health Safety & Wellbeing section on the intranet we have dedicated pages for Health & Wellbeing.
- We have introduced Wellbeing into the Corporate Health & Safety meeting with the Trade Unions, this will assist us in capturing concerns from all parties from all portfolios
- Our Dignity and Respect Information has been updated and new posters provided
- Contact Advisors list has been updated so that staff can have confidential 1to1 discussions on bullying, harassment.

Following the discussion at the Scrutiny committee we have followed up on the assessment of a bespoke policy in relation to sexual harassment. Further work would be necessary to take this forward and the Trade Unions would be engaged in the development of any policy, however I am conscious that this was something that was discussed in detail at the committee meeting and wanted to reassure the committee that have followed up on this.

#### **4. Recommendation**

- 4.1 The Committee is asked to note the response and identify if any further information is required.