



Report to Overview and Scrutiny Management Committee

18 April 2019

Report of: Eugene Walker, Executive Director of Resources

Subject: Work-based Development and Wellbeing

Author of Report: Mark Bennett, Director of Human Resources and Customer Services, 0114 2734081

Summary:

This report details progress to the committee of the health and wellbeing and learning and development elements of the Council's Workforce and Organisational Development Strategy.

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

Reviewing of existing policy	
Informing the development of new policy	
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Community Assembly request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	X
Other	

The Scrutiny Committee is being asked to:

Comment on progress against current activity and actions and to propose further interventions as appropriate to supporting the organisation to achieve its aims and objectives in relation to its workforce.

Background Papers:

List any background documents (e.g. research studies, reports) used to write the report. Remember that by listing documents people could request a copy.

Category of Report: OPEN

Report of the Executive Director of Resources

Work-based Development and Wellbeing

1. Introduction/Context

- 1.1 This report is provided at the request of the Committee detailing actions undertaken by the organisation to support its workforce specifically in relation to development and wellbeing.
- 1.2 For purposes of clarity the detail in this report focuses directly on the Council's strategic approach in relation to the development of the internal workforce and updates on progress and outcomes achieved following presentation of initial proposals in November 2017 and the update provided in April 2018.
- 1.3 All activity detailed is part of the wider Workforce and Organisation Development Strategy which was discussed at the previous meeting and appended for clarity to this document. Delivery against the strategy is monitored via the SCC 2020 Delivery Group and approach to intervention is agreed via the Council's Strategic Workforce Board.
- 1.4 The commitment made by the Council at Cabinet (20th March 2019) to the TUC Great Jobs Agenda recognises the importance of employers providing 'Great Jobs' and the underpinning commitments recognise the need for good workforce development and employee wellbeing strategies.
- 1.5 Trade Union colleagues are an active part of our consultation and communication approach. Resources POG is the formal forum for consultation on elements of the strategy; however the Head of Human Resources also meets with the joint trade unions on a monthly basis to shape intervention.

2. Health and Wellbeing

- 2.1 The **Being Healthy at Work Strategy** was approved in January 2018 and a number of lead representatives from the team have visited service management teams to establish service area leads. Each service area has responsibility for developing and delivering against their own action plans. These are available on the intranet to show transparency and clarity of progress against desired outcomes.
- 2.2 The organisation successfully retendered the **occupational health** contract to a new provider 'PAM' who is working proactively to support intervention linked to the health and wellbeing strategy.

- 2.3 We recognise that absence levels remain high (17/18 12.94 days/fte) and have taken the decision to invest further in this activity. A dedicated 'Attendance and Wellbeing Team' has been established and agreed with EMT to ensure intensive support in some key areas. These service areas will also benefit from 'Day One' intervention which is a bespoke service of qualified medical practitioners who receive sickness reporting calls directly from employees as such interventions have been intrinsic to reducing absence levels in other organisations.
- 2.4 We reported to the committee that the **Managing Attendance Procedure** had been reviewed to ensure that it is equally both supportive for the employee and enables managers to effectively manage sickness absence. The HR Service has trained over 500 managers in a face to face environment on the new procedure.
- 2.5 **Mental Health** initiatives, as referenced in the previous report, continued to be embedded within our organisation - supplementary support for trade unions was delivered in January 19 'Talking about Suicide' in recognition of the prevailing issue of suicide under the age of 40 and associated workplace indicators.
- 2.6 **83% of managers** have completed some form of mental health intervention training. However only **one third** of this training of this was completed in the last financial year therefore managers must ensure their skills are refreshed.
- 2.7 Our **Health Needs Assessment** Survey was launched in February 2019 following consultation with trade unions. Survey closed in March and results currently being analysed. This should support the development of future workplace intervention as our current strategy comes to a close.
- 2.8 We have developed a **Health and Wellbeing bulletin and calendar** – complete with hyperlinks to development interventions on the hub and local and national initiatives promoting wellbeing. This activity takes place alongside continued promotional activity of national interventions as referenced previously to the committee.
- 2.9 The '**Stairs Initiative**' was introduced in the Moorfoot building – this was undertaken to actively encourage use of the stairs via a communications campaign and the associated pace lighting. Responses to this initiative indicate that it encouraged more people in this building to take the stairs and increased their exercise.

- 2.10 We recognise the sedentary nature of some of our roles and have committed to a series of **interactive briefings** for staff in desk based roles to prevent onset of MSK disorders.
- 2.11 We recognise that an environment of Dignity and Respect is key to ensure a thriving organisation. In response to matters raised at the last committee we have added a specific **Sexual Harassment** addendum to our dignity and respect policy and have updated our **Hate Incident** communications. Our Contact Advisors are trained to ensure that they are able to effectively signpost individuals to areas of support and intervention.

3. Learning, Development and Talent

- 3.1 We have worked incredibly hard over the past 12 months ensuring that we continue to develop a workforce for the future and in accordance with our Workforce and OD Strategy have progressed our development and talent agendas to ensure we have a pipeline of talent and employees who are equipped with the skills, tools and behaviours to deliver the best possible outcomes to the people we serve in our communities.
- 3.2 We have continued to embed our **apprenticeship strategy** for the organisation which is focused on developing a workforce for the future with the skills to deliver against our priorities. Of the 134 apprentice opportunities we identified (to April 18) we delivered 100 of these into the organisation with the majority of outstanding identified apprentice opportunities awaiting the development of the course at a national level (and therefore outside of the control of the organisation). This year (to 31 March19) we have commenced a further 127 apprenticeship starts (169 incl schools) to support our future workforce which align directly into workforce planning.
- 3.3 We are currently commencing discussions in relation to the discharge of our **apprenticeship levy** to support the Council's ambition in the city in accordance with our ethical procurement strategy.
- 3.4 Over the past year we have continued to promote completion of **Personal Development Reviews** in accordance with our 'Time to Sit down and Talk' programme across the organisation. Recorded PDR completions (held in the Sheffield Development Hub at 1/4/19) have increased from 275 in 16/17 to **4510 (62%** of our organisation) under the new process. Training was provided to managers to support their confidence in undertaking reviews and this will continue as we commence our new PDR year.
- 3.5 We have relaunched the PDR for 2019/20 using the same format to further secure a performance foundation within our organisation and this has been

supported with a **revised Learning Hub** which ensures it is easier for employees to navigate the learning platform. The supported learning intervention has been developed to provide greater depth understanding in competence and positive-based approaches in undertaking effective reviews.

- 3.6 A variety of different **communication methods** were used to improve completions of PDRs, these include manager bulletins, regular service level and PLT reporting, printed development brochures for service areas which were not e-enabled.
- 3.7 We commenced roll out our **‘Leading Together’** Management Development Programme, which supports ‘SCC2020’, and which has been created to give managers access to the development opportunities they need to perform at their best, as part of a modern, flexible and creative organisation. It has been bench-marked against National Occupational Standards to ensure it provides the breadth, depth and quality to support both new and more established managers. The programme is designed to inspire and equip our managers to work together, enabling the Council to meet its future challenges. It is connecting people, creating and improving working relationships and fostering ways of working with collaboration, communication and innovation embedded. The development programme meets the needs of all our management groups.
- 3.8 **First line and team leader development.** A comprehensive and flexible programme is offered allowing identification of a tailored learning package. 100 managers have attended the entry course to this programme and have gone on to create their own tailored package.
- 3.9 **Middle Manager development.** 320 middle managers have recently completed the first stage of the middle manager development programme, which was designed to meet the identified learning needs prioritised for the whole middle manager group: building relationships, communicating effectively, build and maintain a talented and motivated team, use of a compassionate leadership style, change psychology, building creative and innovative environments, roles and responsibilities. These needs were delivered in the context of ‘Being the best you can be’ which is the theme running throughout the programme.

In stage two, managers will be given the opportunity to be involved in projects across the organisation; participation in this element of the Programme will be based on the middle manager’s line manager agreeing this as part of their development need. This will give a better result for the projects as their line managers need to support their involvement both in time and in a mentoring/coaching capacity and monitor/record development and impact through 1:1 conversations. Projects will be linked to SCC2020, not specifically created for this programme. They will have tangible results with business impact.

The third stage will enable managers to identify and access their own tailored learning package from a range of development.

- 3.10 The **Senior Manager Development Programme** began in March with 50 senior managers attending the course 'Being a Leader for Sheffield City Council'. In the initial phase of this development activity there are three learning sessions, with the first focused on what it is to be a leader for Sheffield City Council and planning their future development. Further sessions will cover the creation of high performing cultures, personal resilience and how to create the right cultures and behaviours within our organisation.
- 3.11 We have worked to identify the '**Essential Training**' which all employees are required to hold to be an officer within our organisation. We now have a core element of 9 essential learning modules which are undertaken as part of core employee induction activity with an additional 4 specific modules applicable to employees in managerial roles. We remain committed to equipping staff with the knowledge and skills required to undertake their roles competently and confidently. In turn, staff are expected to take responsibility for developing and using these skills and participating in the lifelong learning process. An important part of this learning involves all staff undertaking a range of essential learning, thereby minimising risk to individuals and the organisation. Every member of staff has a responsibility to ensure they, and in turn the organisation, remains compliant with required standards.
- 3.12 The essential learning forms part of a new **employee induction** to the organisation. There are nine topics for all employees with a further four for managers. These topics are available in both e-learning and taught versions, giving flexibility and ensuring access for all employees.
- 3.13 We are working with colleagues in BCIS to support the development and implementation of **the Digital Skills Strategy**. We are working collaboratively with the trade unions to support this strategy and are currently exploring the role of trade union learner representatives to embed learning into the organisation.

4 **What does this mean for the people of Sheffield?**

- 4.1 A skilled and effective workforce is the only way to ensure that we are able to deliver against the commitments we have made to our communities. The activity referenced in this document continues to evolve and is reviewed on a regular basis by the HR Leadership Team, Strategic Workforce Board, SCC2020 Delivery Group and EMT.

5. **Recommendations**

- 5.1 The Committee is asked to comment on further interventions that it would propose to continue to support the wellbeing and development of our workforce.