

Buckinghamshire & Milton Keynes Fire Authority



MEETING	Fire Authority
DATE OF MEETING	13 June 2018
OFFICER	Lynne Swift, Director of People & Organisational Development
LEAD MEMBER	Councillor Steven Lambert
SUBJECT OF THE REPORT	Implementing the Well-being Strategy
EXECUTIVE SUMMARY	<p>This report sets out an overview of the Well-being Strategy, and the work of the Task and Finish Group to implement it.</p> <p>The Well-being Task and Finish Group was initially established to consider measures to improve the awareness of, and remove the stigma associated with, mental health illness throughout the Service. It was also asked to identify ways to improve the existing support networks available, and introduce new ones to assist those affected by mental health issues.</p> <p>The group carried out an organisational self-assessment against the College of Policing Blue Light Well-being Framework in February 2018 and as a result, it was agreed that the mandate of the group should be widened to consider well-being as a whole - and not limited to mental health issues.</p> <p>A well-being strategy has been created which sits under the embedded People Strategy and forms the foundation for the work of the group.</p> <p>An action plan will be created from the information gleaned from the self-assessment and this will form the basis of the programme to deliver improved well-being awareness and processes for members of the organisation.</p>
ACTION	Noting
RECOMMENDATIONS	That the report be noted.
RISK MANAGEMENT	Employee well-being is a focus nationally, with particular attention being paid to mental health illness and stress issues and how organisations can both proactively and reactively support and assist their employees. It is, therefore, key that this work is undertaken to meet one of the main aims of our People Strategy - to <i>'create an environment to promote a state of contentment which allows an</i>

	<p><i>employee to flourish and achieve their full potential for the benefit of themselves and their organisation’.</i></p> <p><i>(People Strategy (2016-2020))</i></p> <p>ABSENCE:</p> <p>There are several risks to the Authority of high absence levels, with the main ones being potential adverse impacts on operational resilience, higher than budgeted employee costs, poor employee morale and significant investment in case management. A focus on improved well-being will help to mitigate these risks.</p> <p>Not only is a well thought out and extensive well-being strategy morally the right thing to do, it also represents good business sense from a recruitment and retention perspective.</p> <p>WELL-BEING:</p> <p>A failure to support the well-being of our employees presents a risk to the Authority in terms of compliance with the rights of employees with mental health illness, and could lead to health and safety risks and claims to an employment tribunal under the Equality Act.</p> <p>With the growth in mental health issues and associated absence nationally, the programme will commence with mental health initiatives.</p> <p>As our employee demographic moves towards an ageing workforce, the programme will also contain initiatives to optimise employee contribution and mitigate the risk of claims through ill health.</p>
<p>FINANCIAL IMPLICATIONS</p>	<p>Initial funding has been identified within the Training Needs Analysis (TNA) for Mental Health awareness training, and a request to provide further funding may be required in the next financial year.</p> <p>Any future financial implications will be discussed with the Organisational Development Manager in terms of funding for training.</p>
<p>LEGAL IMPLICATIONS</p>	<p>A failure to support the wellbeing of our employees can create a risk to the Authority in terms of non-compliance with the rights of employees with mental health illness; and could lead to health and safety risks, and claims.</p>
<p>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</p>	<p>The Group has collaborated with Oxfordshire FRS in terms of Mental Health First Aid training, and will continue to explore further opportunities for collaboration across Thames Valley in the future.</p>
<p>HEALTH AND SAFETY</p>	<p>This work will further support the health and well-being of employees, and will potentially reduce workplace absence through mental health and stress</p>

	<p>illness. This will be monitored by the Health & Safety and Human Resources departments, and reported through the Performance Management Board.</p> <p>The Health & Safety Executive have re-energised their work on work-related stress and are updating their Stress Management Standards which have been adopted in this Service as part of the stress risk assessment process. These Management Standards are considered best practice.</p>
<p>EQUALITY AND DIVERSITY</p>	<p>The work of the group dovetails into the People Strategy, including the Equality, Diversity and Inclusion aspects.</p> <p>The project aims to improve well-being services for all employees and this will have positive impacts on those with protected characteristics.</p> <p>This initiative contributes to the Authority’s Equality, Diversity, and Inclusion (EDI) programme by supporting those with disabilities, and protecting the Authority from risks arising from claims under the Equality Act.</p>
<p>USE OF RESOURCES</p>	<p>Communication with stakeholders:</p> <p>Stakeholder communication will remain a significant element of the successful implementation of this initiative. Employees will be communicated with using a variety of established internal processes, for example via the intranet, letters, and face to face briefing sessions.</p> <p>The balance between spending and resources:</p> <p>The majority of the well-being initiatives will be completed using existing resources as a key management function, with support from the People and Organisational Development and Health and Safety departments.</p> <p>The medium term financial strategy:</p> <p>A reduction in absence levels and mitigation of health and safety risks contribute positively to the Medium Term Financial Plan.</p> <p>High absence levels impact adversely on operating costs and performance levels; at a time of reduced funding, this wastes valuable resources which could be used for service delivery and community safety improvements.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background</p> <p>A number of documents have been considered to inform the Strategy and Action Plan. These documents will continue to form the basis of the work going forward, and will assist the group in creating robust tools and processes to support improved well-</p>

Implementing the Well-being Strategy

	being across the Service. Those documents include: <ul style="list-style-type: none">• The People Strategy• Blue Light Wellbeing Framework (College of Policing) Self-Assessment Toolkit• CFOA Ageing Workforce Toolkit• Dying to Work Campaign
APPENDICES	Annex A: Well-being information paper Appendix 1: Well-being Strategy Appendix 2: Communications Plan
TIME REQUIRED	15 minutes
REPORT ORIGINATOR AND CONTACT	Ali Chart / Marie Crothers achart@bucksfire.gov.uk / mcrothers@bucksfire.gov.uk 01296 744490 / 01296 744430



Well-Being Task and Finish Group

Information Paper – Fire Authority

June 2018

1. Background

A Mental Health Well-being Task and Finish group was originally established to look at measures to improve awareness of, and to remove the stigma associated with, mental health illness throughout the Service. In addition, it was to identify ways to improve the existing support networks available and introduce new ones to assist those affected.

The group is made up of a cross-section of people from different departments across the organisation including Employee Relations, Health and Safety, Personnel, Operations, representative bodies, mental health champions, and also Member participation.

Through working on a comparison of our current organisational status against the College of Policing Blue Light Well-being Framework (Oscar Kilo), it became apparent that our focus on mental health only, would not be appropriate as it is only a small part of overall employee well-being. It was felt that a holistic view of well-being should be the focus of the group. This resulted in the creation of a well-being strategy lifecycle which will sit under the embedded People Strategy and became a focus of the role of the group (*see Appendix 1*).

The framework recognises that the state of well-being is linked to both physical and mental health. How people perform when they feel good is at the heart of getting well-being right. Its overarching focus is creating a positive working environment in which the workforce can draw meaning and purpose from a highly challenging and rewarding profession.

Contained within the Blue Light Well-being Framework is a self-assessment tool based on six categories:

- Leadership
- Absence management
- Creating the environment
- Mental health
- Protecting the workforce
- Personal resilience

Leadership – Asks questions around leadership and management training, policies and procedures such as bullying and harassment and whistle blowing and their effectiveness, and considers whether there are ongoing consultation and communications with staff on well-being issues.

Absence management – Asks whether the organisation supports absent employees; if return to work interviews are conducted; whether risk assessments are carried out for those high vulnerability roles; whether reasonable adjustments are made to assist employees, and whether absence trends are monitored.

Creating the environment - Considers how the organisation creates a workplace environment that is conducive to well-being through consultation and communication, and whether it demonstrates awareness of the legal obligations relating to health, safety and well-being.

Mental health – Explores what measures the organisation has taken to promote awareness of mental health, to proactively reduce the stigma around it, and what support mechanisms are in place to assist employees who are affected by mental health illness.

Protecting the workforce – Asks questions around how the organisation promotes physical health in terms of healthy eating, drug and alcohol use and other stressors i.e. financial. How it plans for an ageing workforce and whether engagement with employees is actively encouraged.

Personal resilience – Explores how organisations encourage physical activity in the workplace (through communication and promotion campaigns) and how self-efficacy and recognition of personal limitations in the workplace is encouraged.

As employee well-being forms part of the People Strategy, and as the framework is designed specifically for blue light emergency services, the group deemed it appropriate to carry out a self-assessment against the Blue Light Well-being Framework (College of Policing) document to determine the current position in terms of the assessment criteria - 'Fully developed'; 'In development' or 'Under development. This will provide a benchmark from which an action plan can be established for improvement across those areas identified for development.

2. Current position

a. Blue Light well-being Framework (College of Policing)

The self-assessment against the six categories of the framework has been carried out which identified that, as an organisation, forty two areas are 'Fully developed; thirty two areas are 'In development' and nineteen areas are 'Under developed'. It is envisaged that a further assessment against this document will be carried out once the identified work to improve has been completed.

b. Policies and procedures

There are a suite of policies and procedures in place that cover well-being. Examples of which, although not definitive, are the Stress, Critical Incident Stress Debriefing (CISD), Firefighter fitness, Anti Bullying and Harassment, Substance Misuse and Attendance Management.

c. Employee assistance and support networks

The following employee assistance and support networks are in place:

- Employee Assistance Programme
- CISD
- Services of the Welfare Officer
- Counselling including Cognitive Behaviour Therapy
- Intranet 'Fighting Fit' pages
- Stress audits
- Stress risk assessments
- Night workers annual medical questionnaires

3. Future work

An initial training needs analysis has been completed to determine the training required to deliver Mental Health Awareness training across the organisation – this also includes costs. A further training needs analysis will be carried out to determine any additional training that might be necessary across the service later in the project. A request for further funding to facilitate any additional training may also be required at that stage.

Work has commenced on a gap analysis of those areas that are currently 'In development' and 'Under development'. This will be captured within an action plan which will detail required actions, progress, target dates for completion and a RAG status for each. This will be the first major task for the group and will provide a continuous record of progress made throughout the project.

A draft, high-level communications plan has been drawn up to support this work and will be reviewed and updated throughout the life cycle of this project – see *Appendix 2*.

An integrated impact assessment has been completed for the start of this project and it has been determined that there are no negative equality and diversity issues identified. Improvements in employee well-being can lead to positive outcomes for all protected characteristics.

Once the work detailed within the action plan has been completed, the self-assessment against the framework will be repeated in order to evidence the improvements made and benchmark the new position of the organisation.

Depending on the timeframe for completion of the action plan, it may be necessary to bring to SMB an interim paper to report progress, and there will also be a need for an end of project paper for evaluation purposes.

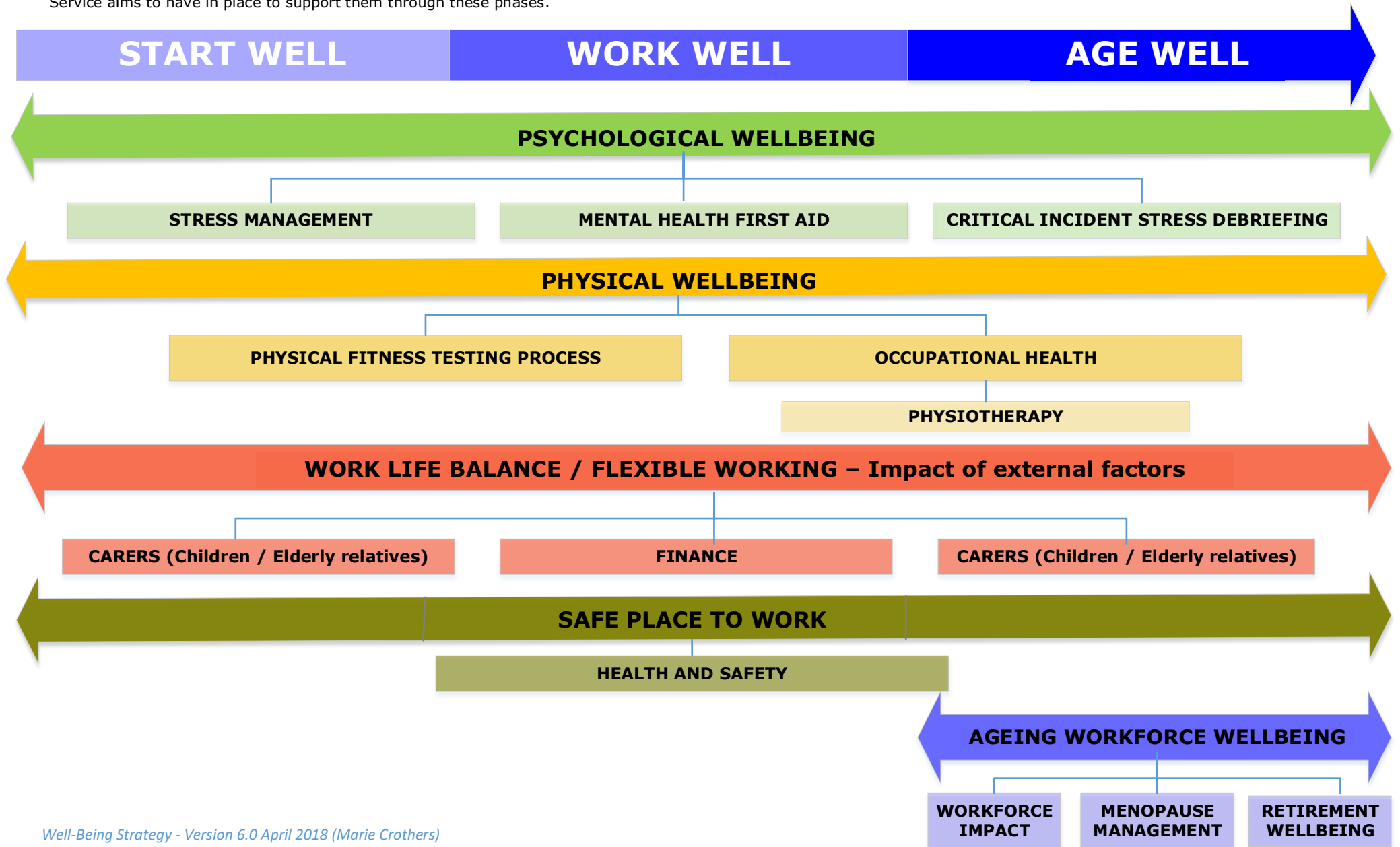
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WELL-BEING STRATEGY

The ethos behind the Well-being Strategy is "Start Well, Work Well, Age Well". It provides a holistic overview of the well-being needs of an employee from the moment their career commences with the Authority until it ends. It encompasses a number of stages an employee may encounter during their career.

Psychological well-being / Physical well-being / Work life balance / Flexible working / Safe place to work / Health and Safety / Ageing workforce well-being

The strategy acknowledges the different stressors and pressures that people may face at various stages of their working lives and gives an indication of the support arrangements the Service aims to have in place to support them through these phases.



Appendix 2

Service Document Standard Form:

Project Management Process

Stakeholder Engagement / Communications Plan



Linked documents: None

PROJECT:	Well-being Improvement
FILE LOCATION:	<i>N:\Wellbeing\Papers\CFA June 2018 [SMB 080519]</i>
DATE:	22 April 2018
AUTHOR:	Marie Crothers – Programme Manager
PROJECT SPONSOR:	Lynne Swift – Director POD
VERSION NUMBER:	V1.0
APPROVALS:	Persons required to approve this document: <ul style="list-style-type: none">• Well-being Task & Finish Group• Health, Safety & Welfare Committee
DISTRIBUTION:	<ul style="list-style-type: none">• Well-being Task & Finish Group

DOCUMENT CONTROL

Version:	Date:	Notes:
Version 1.0	27 April 2018	Initial version

APPROVAL RECORD

Version	Date:	Approval:	Notes
Version 1.0			

STAKEHOLDER IDENTIFICATION

PROJECT NAME:	Well-being Improvement
PROJECT MANAGER:	Ali Chart – Health & Safety Manager
LAST UPDATED:	27 April 2018

STAKEHOLDER	ROLE & RESPONSIBILITY	CURRENT LEVEL OF ENGAGEMENT	DESIRED LEVEL OF ENGAGEMENT	MINIMUM FREQUENCY OF COMMUNICATION REQUIRED BY STAKEHOLDER	STAKEHOLDER LEAD	KEY POINTS OF INTEREST IN PROJECT	POTENTIAL RISK EXPOSURE DUE TO POOR COMMUNICATIONS OR ENGAGEMENT
<i>Who needs to be communicated to?</i>	<i>What is the role and responsibility of the stakeholder? Why are they a stakeholder in the project?</i>	<i>What level of engagement with the project does the stakeholder have?</i>	<i>What level of engagement with the project is needed by this stakeholder?</i>	<i>When/with what frequency does the communication need to take place?</i>	<i>Who within the project is primarily responsible for communicating with the stakeholder?</i>	<i>What is it about the project that primarily interests the stakeholder?</i>	<i>What is the level of risk associated with failing to effectively engage with the stakeholder? Red – Significant Amber – Moderate Green – Little/none</i>
Operational employees – crews / officers / co-responders	<p>Front line responders – increased risk of mental health issues due to exposure to incident trauma</p> <p>Likely to use every aspect of the wellbeing strategy during their employment with the organisation.</p> <p>Personal responsibility for own well-being</p>	<p>Some awareness of work around mental health and wellbeing.</p> <p>No awareness that this project is being launched.</p>	<p>Full awareness of all initiatives undertaken by the group.</p> <p>Engagement in initiatives where appropriate (participation in delivery of work / responsibility for communicating awareness and progress to others)</p>	<p>Minimum – monthly updates</p> <p>Updates provided when initiatives are achieved and launched</p>	All group members	All improved well-being initiatives / services provided by the organisation	<p>Poor knowledge of the services available with regard to well-being initiatives.</p> <p>Potential lack of engagement – will affect ability of group to deliver initiatives</p> <p>If an individual does not access services available, there may be a detrimental effect on their well-being</p>
Support staff employees	<p>Ensuring the effective delivery of a public sector organisation (Not front line delivery)</p> <p>Less likely to use every aspect of the well-being strategy during their employment with the</p>	<p>Some awareness of work around mental health and wellbeing.</p> <p>No awareness that this project is being launched</p>	<p>Full awareness of all initiatives undertaken by the group.</p> <p>Engagement in initiatives where appropriate (participation in delivery of work / responsibility for</p>	<p>Minimum – monthly updates</p> <p>Updates provided when initiatives are achieved and launched</p>	All group members	All improved well-being initiatives / services provided by the organisation	

	<p>organisation – may be prone to work related stress issues</p> <p>Personal responsibility for own well-being</p>		<p>communicating awareness and progress to others)</p>				<p>Poor knowledge of the services available with regard to well-being initiatives.</p> <p>Potential lack of engagement – will affect ability of group to deliver initiatives</p> <p>If an individual does not access services available, there may be a detrimental effect on their well-being</p>
<p>Representative bodies / Employee Representatives</p>	<p>Role is to represent their group members, to seek their views and update regarding progress of the project</p>	<p>Good engagement – Rep Bodies and Employee representative are members of the Task & Finish Group</p>	<p>Full awareness of all initiatives undertaken by the group.</p> <p>Engagement in initiatives where appropriate (participation in delivery of work / responsibility for communicating awareness and progress to others)</p>	<p>Participation in Task Group meetings</p> <p>Minimum – monthly updates</p> <p>Updates provided when initiatives are achieved and launched</p>	<p>Rep Body attendees</p>	<p>All improved well-being initiatives / services provided by the organisation ensuring the needs of members are met</p>	<p>Poor knowledge of the services available with regard to well-being initiatives.</p> <p>Potential lack of engagement – will affect ability of group to deliver initiatives</p> <p>If the Rep Bodies are engaged with the work of the group, their members are likely to participate also.</p>
<p>Senior / Strategic Managers</p>	<p>Organisational responsibility to ensure that there are appropriate well-being services in place and that employees are encouraged to access them when required</p>	<p>High level awareness that work has been commenced</p>	<p>Full awareness of all initiatives undertaken by the group.</p> <p>Engagement in initiatives where appropriate (participation in delivery of work / responsibility for communicating awareness and progress to others)</p> <p>To act as 'Champions' for this initiative – will lead to improved organisational well-being culture</p>	<p>Minimum – monthly updates</p> <p>Progress reports via HS&W Committee (BTB?)</p>	<p>Group Chair / Vice-Chair</p>	<p>All improved well-being initiatives / services provided by the organisation</p> <p>Reduction in sickness absence / increased take-up of services</p> <p>Any financial savings made through a reduction in sickness absence and potential claims against the organisation</p>	<p>Potential lack of engagement – if not 'championed' across the organisation, will affect ability of group to deliver initiatives to improve organisational well-being culture</p> <p>Potential breaches in legislation</p>

<p>Authority Members</p>	<p>To champion initiatives and provide support to Strategic managers in the delivery of improved services</p>	<p>Limited awareness of Task & Finish Group and the proposed initiatives</p>	<p>To act as 'Champions' for this initiative – will lead to improved organisational well-being culture</p> <p>Member participation in group</p>	<p>Minimum quarterly updates via HS&W Committee</p>	<p>Group Chair</p>	<p>All improved well-being initiatives / services provided by the organisation</p> <p>Reduction in sickness absence / increased take-up of services</p> <p>Any financial savings made through a reduction in sickness absence and potential claims against the organisation</p>	<div style="background-color: #92d050; height: 20px; width: 100%;"></div> <p>Reduced level of support for senior/strategic managers to ensure delivery of improved services</p>
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COMMUNICATIONS PLAN

PROJECT NAME:	Well-being Improvement
PROJECT MANAGER:	Ali Chart – Health & Safety Manager
LAST UPDATED:	27 April 2018

ISSUE	WHEN	OUTCOME	AUDIENCE	MEDIA	MESSAGE	MEASURE
<i>What needs to be communicated?</i>	<i>When does it need to be done?</i>	<i>What is the outcome expected from sharing this message?</i>	<i>Who should be told (which stakeholder)?</i>	<i>What method of communication will be used?</i>	<i>What is/are the key points that need to be communicated?</i>	<i>How will you know that the message has been received and understood?</i>
Launch: That the Task & Finish Group has been established and work commenced	Once the Briefing paper has been delivered to Strategic Management Board	Approval to progress work in accordance with paper outline	All stakeholders identified	I-drive Notice boards	Broaden the range of well-being services available to all employees To request engagement and participation of employees where appropriate	That engagement and responses are received from employees outside the Task & Finish group.
Mental Health Initiative - delivery	Once the TNA has been approved at the Training Strategy Group	Volunteers to come forward to undertake different levels of Mental Health awareness training	All stakeholders identified	I-drive Notice boards	Improved awareness of mental health issues and how they affect individuals; an established support network to signpost to professional help	Trained individuals Support network More personnel accessing services Reduction in the stigma associated with mental health issues
Mental Health Initiative - Launch	Once all training has been delivered and initiative ready for use	All stakeholders aware of the service being provided	All stakeholders identified	I-drive Notice boards Personal letters Drop-in sessions	Details of service to be provided How to access Improved awareness of mental health issues and acceptance of 'It's OK not to be OK'.	Improved numbers of people accessing the service Reduction in sickness absence as a result of accessing service 'More people talking about mental health issues – accepted cultural change'

Further actions to be added once the delivery plan has been finalised and work commenced.