

Governance & Audit Committee

17th December 2021

People Management Update Report

Our People Strategy has 3 key themes which provide the basis of effective people management.

Theme 1: Employee Engagement & Wellbeing

Theme 2: Leadership & Management

Theme 3: Supporting Transformation & Change

1. Theme: Employee Engagement & Wellbeing

Below are examples of what we already have in place

- ✓ Clear vision in our Corporate Strategy – *Life is for living, let's start, live and age well in a healthy, safe, and prosperous environment*
- ✓ Clear Core Values – *One Team, Customers First, Listening, Acting with Integrity, Delivering Excellence, Taking Responsibility*
- ✓ Flexible [People Management policies](#) that promote good work life balance, which are regularly reviewed to meet the changing needs of the organisation e.g., our Travel Policy recently reviewed in light of the Better Ways of Working project
- ✓ Our new [Better Ways of Working Arrangements](#) that build on the pandemic learning providing more flexibility for staff
- ✓ Range of [Learning and Development](#) opportunities including Digital Skills, Managing and Working in a Hybrid Way, Welsh Language
- ✓ Range of mechanisms that provides staff with information and also provide opportunities for them to get involved or have their say e.g., Better Ways of Working Engagement Sessions, Chief's online event, Intranet Ask a Question, new Appraisal process, TIC reviews, ERF, CERF.
- ✓ New Competency Framework for all roles agreed by CMT in 2021

- ✓ Range of [Health and Wellbeing](#) events, advice and initiatives to support staff in maintaining and improving their physical and mental wellbeing examples include lifestyle advice, in March 2020 we re-signed the [Time to Change Wales](#) pledge; a network of over 70 Employee wellbeing champions within departments and another 85 in our schools. We are also building a network of mental health first aiders who offer peer to peer support.
- ✓ [Occupational Health Service](#) – we have a professionally qualified medical team that is dedicated to supporting our workforce – which includes a wellbeing support service, who focus a range of mental health issues, statutory health surveillance service and clinics with Physicians and Nurses.

Health and Wellbeing Support During Covid

The team continues to listen, adapt, and respond to the constant and ever-changing nature of the pandemic. Reacting swiftly to ensure employees and managers alike are provided with the most up to date, supportive and appropriate information and resources to help them look after their own wellbeing.

Below is an overview of the work provided at a corporate level:

- ✓ Submitted a bid for grant funding from the Welsh government which has been awarded. Funding will be utilised to appoint a Health and Wellbeing Assistant (6 months). This individual will assist in the provision of targeted wellbeing interventions and support for our social care colleagues, in conjunction with the Health and Wellbeing team.
- ✓ Inputted into the development of the corporate induction e-learning module.
- ✓ Inputted into the new Business Plan format to ensure the Health and Wellbeing implications are considered for each new project.
- ✓ Ongoing Health and Wellbeing input and advice provided on the “**Better ways of working**” project to ensure employees health and wellbeing are at the core of all project plans.
- ✓ Ongoing updates and development of our intranet pages to ensure appropriate advice, information and resources are provided

- ✓ Ongoing review of communications with the Media & Marketing department to ensure that all resources/ information provided are reaching all employees across the authority.
- ✓ Virtual and drop in events/e-chats on various health and wellbeing topics such as Time to change – My Mental Health Story, Stress, Menopause etc... with an average of 20- 30 staff in attendance.
- ✓ Continuation of the Corporate Health & Wellbeing Group Structure including a Corporate Strategic Health & Wellbeing Group, Departmental Groups, Schools Group and Champions Groups.
- ✓ Attendance and presentations delivered at various meetings/workshops from DMT's to team level to promote relevant health and wellbeing support and resources. This is included H&S Leadership Board, Heads of Service, Adult Social Care, Environment People Manager's plus many more
- ✓ Continuing to support and raise the profile of the network of over 70 health and wellbeing champions corporately and the recruitment of at least one champion in each school.
- ✓ Ongoing support to all employees via the Health and Wellbeing contact form to ensure staff and managers have an interactive way to contact the team for advice and resources.
- ✓ Virtual Health & Wellbeing Fayre held virtual on the 29th of June – 16th July 2021; 15 sessions were run for staff on various health topics including "My Mental Health Story" delivered by our Health and Wellbeing Champions, Actif Anywhere taster sessions from the Actif team, mindfulness minute/taster session, Making Things Better, craft session, delivered by some of our very skilled makers within the authority. In total, 146 staff attended.
- ✓ Continual review of employee and departmental feedback to find key themes for promotions
- ✓ Over 26 topic-specific articles produced and communicated via the intranet's latest news bulletin and weekly staff news emails

- ✓ Below we show a breakdown of some of the specific priorities, activities and interventions that we have undertaken during this time.

Corporate Health & Wellbeing Groups

- ✓ Environment H&W group has met 3 times, discussed the H&W Survey results and determined key actions which have been agreed by the Director and presented at the People Managers event. These will be presented to staff as 'You said, we did'. Some actions are already underway.
- ✓ Communities have held 3 Health, Safety & Wellbeing Group meetings, discussions have included issues around back-to-back meetings and meetings out of core hours.
- ✓ Corporate Services have met twice, with the main topic being agreeing and designing a Corporate Services H&W Survey.
- ✓ Chief Executives have been briefed on the Health & Wellbeing Framework and are in discussions regarding most appropriate staff members to form the departmental health and wellbeing group.
- ✓ Education H&W group were formed, and meetings have been held. Terms of reference have been agreed. The group mutually agreed the benefits of meeting free periods particularly due to home working and increased screen time, following this, an options paper was taken to DMT where it was identified that a corporate approach to this was required.
- ✓ Schools group was developed from an existing Headteacher focus group, which will evolve to cover the departmental group remit.
- ✓ All corporate outcomes are fed up to the Strategic Corporate Health and Wellbeing group where solutions are formulated. The team are currently in discussions with IT with regard to pop ups encouraging breaks through the day, taking lunch time, avoiding back-to-back meetings etc.

Health & Wellbeing Champions

- ✓ Continuation of Health & Wellbeing Champion recruitment; now in excess of 70 Champions throughout the authority and a network of School H&W Champions

(85) Microsoft Teams group created for regular and convenient communication with Champions

- ✓ Regular monthly virtual meetings run to keep Champions up to date with the latest support and resources, events, promotions and activities etc. Sharing of good practice and ideas, discussion of wellbeing concerns.
- ✓ Training for new Champions organised and delivered in October 2021
- ✓ Refresher/update training for all Champions organised and will be delivered in November 2021
- ✓ The launch of the Health & Wellbeing Champion buddy system in which experienced Champions can guide newer Champions through the role and mentor them.
- ✓ New twice monthly drop-in sessions for Champions to discuss ideas and share good practice.
- ✓ Ongoing development of our Health and Wellbeing Champions intranet pages.
- ✓ An online Bitesize training for Champions is being developed with Learning and Development for Champions in both schools and the authority.

Mental Health Awareness and Support

Due to COVID 19 the corporate funding was extended for the post of Health and Wellbeing Coordinator (Mental Health) to ensure we were able to continue providing robust and resilient support. Particularly in light of the current and ongoing situation which has had a detrimental impact on mental health and wellbeing.

Below outlines the work and support the team have provided in relation to the mental health and wellbeing of staff:

- ✓ Continuing to raise the profile of mental health and reduce the mental health stigma across the Authority through articles, e-chats, anti-stigma talks, attendance at senior meetings etc...
- ✓ Collaborative work with the provider of our Mental health first aid course to ensure it is tailored to Carmarthenshire County Council employees.
- ✓ Ongoing coordination and promotion of our Mental Health first Aider training.

- ✓ Within Q1/Q2 we have trained 30 MHFAs across all departments within the Authority, with further courses arranged for later in the year.
- ✓ To date 310 staff have attended Mental Health Awareness courses and 152 Managers/ Head teachers have received Positive Mental health in the workplace training. These courses are currently under review, and we will look to roll further sessions out to staff into the new year.
- ✓ We hope to roll the programme out across all Carmarthenshire schools in the new year
- ✓ Development of support, update training and drop-in sessions for our Mental Health first aiders network to ensure they are supported and equipped to deliver high quality support.
- ✓ Review of our Management of Mental Health policy to support managers and staff
- ✓ Drop-in sessions for Head Teachers to promote the support and resources available, particularly within the areas of stress and mental health
- ✓ Continuous review of external mental health resources, e-learning, webinars, guidance etc. to ensure staff are appropriately signposted
- ✓ The Mental Health in the Workplace eLearning module is currently under review in order to ensure we are providing the most appropriate/ supportive and up to date information for all staff.
- ✓ Attendance at various departmental meetings to promote relevant Mental health and wellbeing support and resources
- ✓ Ongoing promotion of Personal Resilience e-learning module
- ✓ Time to Change Wales Employee Champion training delivered to a group of existing Health and Wellbeing Champions
- ✓ Continuous review of mental health support and resources intranet pages
- ✓ Ongoing promotion of relevant mental health awareness raising days, events and promotions

Environment Department

- ✓ H&W survey analysed, and results presented to the H&W Group and all Heads of Service. Priority actions developed with H&W group for the department as a whole, which were presented to managers at the People Managers Conference.
- ✓ Planning - Working with the HOS and H&W reps to undertake further actions and determine new priority actions.
- ✓ Environment are continuing their yoga sessions virtually for staff.

Department for Communities

- ✓ Working with Domiciliary Care services to support staff. Wellbeing leaflet and business card created for digital distribution.
- ✓ Business Support - Actions drafted following H&W survey. Priority actions determined including a wellbeing 'away day' (virtual) which is planned for Nov/Dec
- ✓ Residential Care - Wellbeing leaflet and business card produced and distributed to staff. Met with catering staff to discuss their wellbeing
- ✓ Adult Social Care - Planning facilitated support sessions and peer to peer support network. Action plan for social care staff being developed for the additional support and interventions up until March 22

Corporate Services

- ✓ Corporate Services Health & Wellbeing Group agreed to release a Health & Wellbeing Survey which is currently with staff to be completed

Schools

- ✓ The Health and Wellbeing Champions scheme has commenced in schools, Over 70 schools have nominated a Health and Wellbeing Champion, with larger schools nominating multiple Champions, taking the total number to 85 across Carmarthenshire schools.
- ✓ Bitesize training is being developed for Schools Champions.
- ✓ Wellbeing focus group set up to input into the support developed for HTs Wellbeing
- ✓ Ongoing development of Internal Headteacher Peer Support Network created – 35 Headteachers are partaking in weekly sessions-

- ✓ Chair of Governors received training specifically on supporting HT's wellbeing
- ✓ A document containing an overview of all the support available for Headteachers has been drafted and will be sent out to Headteacher's in November 2021.
- ✓ Wellbeing sessions for Headteachers are being coordinated and will launch in the new year.
- ✓ The Headteacher Wellbeing Charter has been drafted and will be presented at the next Headteacher's meeting for review.
- ✓ A targeted approach to Health and Wellbeing in schools is being established.
- ✓ Coaching opportunities available from Learning and Development is being offered to Headteacher's as well as 1:1 supervision.
- ✓ The partnership with Education Support will be launched in the new year. This includes the support available from ESP as well as the launch of the Health and Wellbeing Champions in schools and Mental Health First Aiders.
- ✓ Schools' Staff Absence Scheme (SSAS) - As at 1 April 2021 there are currently 89 participating primary schools compared to 60 original entrants in 2017/18, 78 during 2018/19, 87 during 2019/20. The level of financial cover has been increased following consultation with participating schools, as follows:
 - The daily rate for teachers has increased from £120 to £160 per day
 - The maternity lump sum for teachers has increased from £3,000 to £4,000
 - The daily rate for teaching assistants, support staff has increase from £50 to £70 per day
 - The maternity lump sum for teaching assistants, support staff has increased from £1500 to £2000

Planned improvements (2022)

- ✓ Prior to the pandemic we started a review of the People Strategy, which was halted due to Covid. This review now needs to be completed, so during 2022 we will review and publish a new Workforce Strategy that considers the findings of the IIP review (Jan 22) and responds to the key challenges facing us post pandemic e.g.
 - Helping our workforce to recover and address any skill gaps and plans for growth in new post Covid world

- Climate/de carbonisation agenda - how do our services mainstream this priority.
 - Legacy costs of the pandemic and how we manage the long term impacts on our workforce.
 - Supporting new and transformational approaches to service delivery and harnessing technology.
- ✓ Falling out of this revised Workforce Strategy will be a workforce plan, and a new Employee Engagement Strategy that will build in an inclusive staff voice mechanism. We will also use this as an opportunity to review and transform how we survey and involve staff in decisions that affect them and their services.
 - ✓ We will also review and resource the Council's Workready Programme to include graduate, apprenticeship and work experience opportunities which are aligned to workforce planning priorities.
 - ✓ Roll out our new [Digital Skills Framework](#) to cover all roles to ensure our workforce is equipped work in a different way.

2. Theme: Leadership & Management

Examples of what we already have in place:

- ✓ Workforce Planning Toolkit for managers and training provided
- ✓ Range of People Management data sets including age profile, gender, type of contract etc
- ✓ Bespoke Workforce Planning dashboard designed for Senior Leadership including Heads of Service during 2021
- ✓ Strategic Workforce Planning workshops facilitated by LGA were run during 2021 with CMT and Heads of Service, which will now inform the current business planning process for 2022/23 cycle
- ✓ Range of leadership and management development opportunities including new resources on [Managing a Hybrid Team](#)
- ✓ Heads of Service Development programme has been developed by Heads of Service with the HoS forum meetings being used to develop our Heads of Service as a team and as individuals.

- ✓ Dedicated online resources to support the management of teams that work in a hybrid way.
- ✓ Development of the Resourcelink Reporting Service (RRS) and other reporting developments - this tool provides the facility for all users to run reports direct from My View (our online employee system). The reports are available to Managers on demand. Attendance management information is an essential part of the suite of reports that are available via this system. It provides a valuable additional source for sickness absence data to supplement our performance management information.
- ✓ A "live feed" has also been developed. This provides a snapshot of all absences for the current day and is updated on an hourly basis. Access has so far been limited to key officers and Heads of Service and should provide an additional useful source of management information.

Planned improvements (2022)

- ✓ Further work with Heads of Service Forum do come up with a development programme

3. Theme: Supporting Transformation & Change

Examples of what we already have in place:

- ✓ Range of learning and development opportunities aimed at supporting the management of change
- ✓ Range of solutions making our learning content more accessible to our staff
- ✓ TIC programme supports service transformation and change and is aligned to the council's priorities.
- ✓ Management of the Better Ways of Working project and Our People Workstream

Planned improvements (2022)

- ✓ Development of a Transformation Strategy
- ✓ New Recruitment and Retention Strategy
 - ✓ Reaching out to schools to inform our Recruitment Strategy