

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> (People Strategy (2016-2020))</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>

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	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
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