

North Lanarkshire Council Report

Finance and Resources Committee

approval noting

Ref FW/ST

Date 24/09/20

PO64 Employee Engagement & Wellbeing

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Executive Summary

The purpose of this report is to update Finance and Resources Committee on the progress of our Employee Engagement and Wellbeing programme of work. This work is underpinned by a number of linked strategies and programmes, including the Council's full roll out of the Investors in People Framework, the Scottish Government's Fair Work Framework, the Lanarkshire Mental Health Strategy and our own North Lanarkshire Council Health & Wellbeing Strategy that was recently launched during Mental Health Awareness Week on 15th May 2020.

With a significant programme of recovery planning underway in a challenging operational and economic context, and substantial service transformation ahead, it has never been more important for us to ensure that we have a consistent focus on engaging and supporting the wellbeing of our employees. The report details our progress in the last 12 months and sets out our forward plan for the coming year to ensure that we continue to drive employee engagement and sustainable performance across the organisation. This work is integral to our Workforce for the Future Strategy and vital to support the successful delivery of Council's ambition as set out in The Plan for North Lanarkshire.

Recommendations

- 1) Finance and Resources Committee is asked to note the excellent progress of the programme of work in this area and to support the ongoing direction of travel.

The Plan for North Lanarkshire

Priority	Improve North Lanarkshire's resource base
Ambition statement	(23) Build a workforce for the future capable of delivering on our priorities and shared ambition

1. Background

- 1.1 North Lanarkshire Council's employee engagement plan is fully aligned to the Investors in People (IiP) framework. IiP is the internationally recognised industry standard for people management that sets out and measures the extent to which organisations are able to drive high levels of performance and employee engagement. The framework is also used to benchmark our practices against those of other leading organisations.
- 1.2 Our workforce for the future strategy has employee engagement embedded within its five strategic workforce priorities. In May this year the Council achieved full IiP accreditation following the Education and Families assessment. The next full Council IiP accreditation, using an enhanced question set aligned to our direction and plans, is scheduled for January 2021.
- 1.3 The H&SCP is currently undertaking a nationally agreed staff wellbeing pulse survey during September 2020. A decision on the direction and plans for the full iMatter staff experience survey for 2021 is still to be agreed. Through the North Lanarkshire Health and Wellbeing strategy group we will ensure that all employee insights are connected and used in our forward planning and measure the impact of activity appropriately.
- 1.4 In support of our Developing the Young Workforce (DYW) goals, and the employability programme of work, the Council will be reassessed against the Investors in Young People (IiYP) framework in September 2020. We hope that our commitment to DYW and youth employability and engagement will be recognised through an enhanced level of award. Moreover with the current economic challenges, decrease in youth employment rate and increase in youth unemployment rate due to the enduring impact of the COVID-19 pandemic, maintaining our attention on youth engagement and employability is critical.
- 1.5 Finally, from the Investors in People recommendations for improvement we identified five priority areas of focus. These five areas of focus enable us to take consistent action across our services so that we can work towards achieving a higher level of accreditation for this award, further enhancing our fair work practices and reputation as an employer.

2. Report

Our five priority areas of focus for Employee Engagement.

- 2.1 Our priority areas of focus are fully aligned to support the IiP Framework and dimensions of the Scottish Governments 'Fair Work' framework.
 - 2.1.2 **Priority #1 - Leaders clearly communicate the organisation's vision and supporting behaviours.** This includes providing clear line of sight between individual's contribution and OneNL the plan for North Lanarkshire. This also includes finalising a set of guiding behaviours for ways of working that will give an overview of what's expected of individuals at every level. These guiding

behaviours will also be key to supporting and reinforcing our policies such as equality and diversity and dignity at work.

- 2.1.3 Priority #2 - Enhance our Leadership capability to engage and develop high performing teams.** Achieved through continued investment in leader development and the launch of our LearnNL Leadership Academy planned for Q3 2020.
- 2.1.4 Priority #3 - Continue to improve internal communication and feedback channels.** Ensuring that staff networks are seen as an important part of employee engagement and how we deliver change across the organisation. Strengthening how we communicate our plans and progress including more upward communication of action being taken in service areas. Continuing to create opportunities for two way dialogue with all staff on our plans and progress. Developing appropriate digital means of communication to communicate more broadly across the organisation and to improve our reach with remote workers
- 2.1.5 Priority #4 – Build and develop our council wide approach to reward and recognition.** Continuing to promote ‘NL Life and Reward and Recognition NL’ with an enhanced focus on financial wellbeing support in partnership with the Financial Inclusion team.
- 2.1.6 Priority #5 - Develop and roll out approaches that promote improved employee health and well-being.** Aligned to the recently launched Mental Health and Wellbeing strategy for Lanarkshire ‘Getting it Right for every person (GIRFEP) and the Council’s Mental Health & Wellbeing Strategy, we will continue to enhance our Council Wide programme currently delivered through ‘Work Well NL’ ensuring that we leveraging partnerships and resources at a national and local level. We also continue to maintain our Healthy Working Lives Gold Standard award and the accreditation assessment process allows us to measure our progress.

Progress to date and forward plan.

- 2.2 Priority #1- Leaders clearly communicate the organisation’s vision and supporting behaviours.**
 - 2.2.1 From September 2019 through to January 2020 we ran a series of interactive One North Lanarkshire (OneNL) sessions with staff which increased the visibility of the Senior Management team and supported two way dialogue around the plan for North Lanarkshire. Messages from these sessions were cascaded through service roadshows and conferences with key staff groups for example; social work conference, justice conference, youth justice conference, health and social care partnership strategic commissioning plan events, Head Teacher conferences and twilight development sessions. Materials were also made available for managers to hold local sessions with their teams.
 - 2.2.2 Extended Corporate Management team development sessions and virtual WebEx sessions throughout the COVID-19 pandemic, have also provided a vehicle to communicate plans and progress to third and fourth tier officers, at the same time these officers have the opportunity to showcase their work and efforts in working together across services to deliver the plan for North

Lanarkshire to Senior Management. The Virtual sessions remain hugely important to communicate and gather input to our recovery plans.

2.2.3 Working in partnership with Strategic Communications we will continue to focus on embedding our shared ambition by finalising a set of guiding behaviours for ways of working that will be introduced through the use of personas. Eight staff workshops were held between October and January 2020 before the COVID-19 pandemic. This work is now being recovered in support of our forward plans so that we are able to articulate and set out what's expected of individuals at every level against our 'Work Here' narrative.

2.2.4 The behaviours will be applied across all of our HR and Talent strategies from attraction through to exit, supporting us to drive up performance in support of our ambition. We also have plans to align these with our policies around improving diversity and dignity at work.

2.3 Priority #2 - Enhance our Leadership capability to engage and develop high performing teams.

2.3.1 During 2019/20 we continued to deliver our Corporate 'We Aspire' leader development programmes, namely; Leadership Fundamentals and Influential Leaders. 43 participants have completed the programmes gaining formal accreditation with CMI and qualifications at SCQF Level 7 and 9. 54 staff are currently participating and another 70 staff are registered to take part. In response to COVID-19 we are now taking steps to re-model these programmes into a blended programme of activity that will replace the face to face classroom element with online virtual classroom teaching.

2.3.2 Our pathways and programmes for leadership and management in Social Care to support qualified practitioners with their progression pathways remain popular. There are currently 28 candidates involved in these programmes, with 21 doing work to complete a SCQF Level 7 award and 7 individuals working towards a SCQF Level 9.

2.3.3 We have also supported colleagues in Education and Families with the refresh of the Education Leadership framework and development programme and this support will continue in terms of both design and delivery.

2.3.4 In addition to all the above, it is key that we maintain a high quality development offer for all of our managers who are critical to employee engagement and the delivery of our ambitious change and transformation plans across the Council. Moreover, with our focus on recovery and re-design of services and the need for an increased focus on mental health, well-being and ensuring that we create inclusive workplaces with diverse teams, we have a key role to play in supporting managers to refresh their thinking, renew their knowledge and skills reinforce the key behaviours and attributes we expect in line with We Aspire.

2.3.5 Now that we have a solid foundation for our Leadership and Management development provision and in line with the introduction of the new Learning Management system, we have taken the opportunity to revitalise our approach and consolidate all of the above programmes into one 'LearnNL Leadership Academy'. This will be launched in Q3 2020, as illustrated in the LearnNL

programme of work (PO61.1) report also presented at Committee today.

2.4 Priority #3 - Continue to improve our internal communications and feedback channels, making better use of digital technologies.

2.4.1 We are committed to ensuring that our staff networks are seen as an important part of employee engagement, particularly in the early stages of change programmes. We have been working to strengthen and develop our existing networks and introduce new ones where they are needed for example; proactively working with the employee equality forum resulting in great progress on our Disability Confident Leader accreditation and Equally Safe programmes of work.

2.4.2 We have established a network of Digital Transformers who continue to be key to our digital transformation plans and migration to MS Office 365.

2.4.3 We have continued to develop appropriate digital means of communication as new tools become available, such as the monthly Chief Executive newsletter that is produced using the MS office digital application 'Sway', the DigitalNL newsletter, manager and all employee newsletters to communicate information relative to the workforce. We continue to make best use of the Connect, MyNL and NL Life platforms to communicate plans, messages, guidance, support and resources for all staff.

2.4.4 We have now implemented a new employee corporate online induction on LearnNL to successfully integrate new employees into the organisation, helping them to understand how they can be successful in their role and how their work contributes to the organisation ambition and plans.

2.4.5 Digital NL continues to be a key enabler to facilitate further improved communication and feedback. The introduction of MS Office 365 that is currently underway will introduce advanced tools to enable greater collaboration across services leading to better information sharing, improved accountability and co-ordination on council-wide initiatives. In many ways this has been demonstrated throughout the COVID-19 pandemic with teams adapting to a virtual environment to maintain productivity and deliver services in different ways.

2.4.6 We continue to maximise the use of the Yammer platform to increase the visibility and access of the Senior Team providing greater clarity about our direction as a Council, our recovery plans and how we are making progress against the North Lanarkshire Plan.

2.4.7 In response to the COVID-19 pandemic and the guidelines for staff to work from home where they can, we issued a 'Home working' staff survey for staff to tell us how they are coping and adjusting and what supports they need. The results of this survey, completed by over 3,000 staff, have been used in tandem with feedback received during Mental Health Awareness week to inform our plans detailed in this report. Particularly relevant to our work to enhance the WorkwellNL provision, create new learning spaces on LearnNL, provide timely guidance on MyNL, and the introduction of virtual webinar sessions so that staff could collaborate, connect and have space to reflect, share and learn from each other around common issues and challenges.

2.5 Priority #4 - Build and develop our council wide approach to reward and recognition.

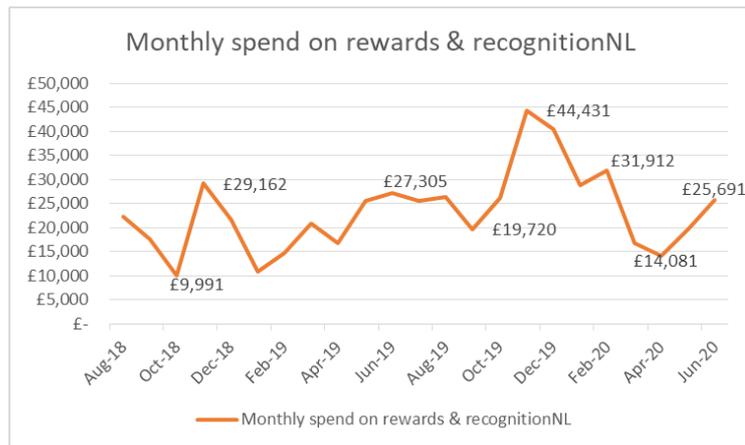
2.5.1 By formalising our Reward and Recognition framework, the Council has positioned itself as an attractive and forward thinking employer, attracting and retaining talent and providing an environment where people want to give their best, recognising employee contribution towards the Council's strategic priorities and ambitions.

2.5.2 We have continued to develop and promote our very successful Reward and Recognition discounted shopping provision under the banner of NL Life.

Since the site was launched there have been a total of 234,222 page views recorded. This equates to an average of 339 views per day across the NL life landing page, work well NL and rewards & recognition NL. Since August 2018 colleagues have spent over £552,344 through the rewards & recognition NL platform. This has earned them savings in excess of £40,000.

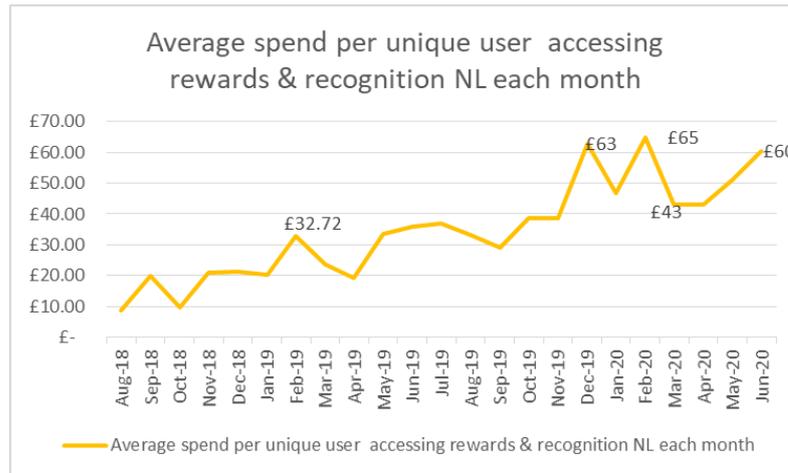
2.5.3 Table 1.0 below demonstrates that spending on the platform is increasing year on year, the peaks are attributed to seasonal campaigns and promotions, including at the start of the COVID-19 pandemic and into recovery.

Table 1.0 Monthly spend on Rewards & Recognition NL



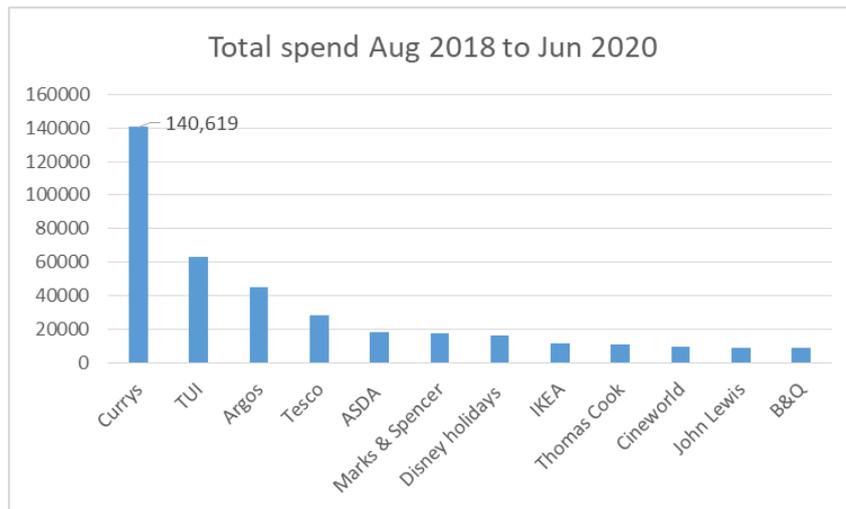
2.5.4 Table 2.0 below illustrates that we are now seeing almost double the average spend against this time last year. Overall the average spend has risen from £9 per person to c. £60 per person (£65 at the start of lockdown) with the most popular spend against electrical items, holidays, retail and groceries.

Table 2.0 Average monthly spend per unique user



2.5.5 Table 3.0 below illustrates the top 5 most popular retailers. These are Curry's, TUI, Argos, Tesco and Asda demonstrating that NL Life is clearly supporting employees with their lifestyle choices and helping them to make the most of their money.

Table 3.0 Spend amounts top 12 vendors from Aug 2018 to June 2020



2.5.6 Finally, during 2020 we have placed significant effort on raising awareness of the new financial wellbeing and education section 'NL Life - Help with your finances' that was developed in partnership with colleagues from the Financial Inclusion team. This section brings together a number of free resources and signposts individuals to support available such as Credit Unions, Citizens advice and the Governments money advice service.

2.5.7 Notably, within the top ten WorkwellNL pages viewed 'all time', the financial well-being pages are the third most popular receiving over 5,000 hits. They also remain within the top five most pages viewed since January and throughout the COVID-19 pandemic.

2.6 Priority #5 - Improved approaches to employee health, safety and wellbeing.

2.6.1 Mental Health & Wellbeing of our workforce

2.6.1.1 Extensive research has shown that a pandemic is known to increase the risk of mental ill health and suicide among the population. However even before the COVID-19 pandemic, mental ill health and stress related absence was the number one cause of long-term sickness absence for our existing workforce; indeed staff within our Health and Social care services were reporting a level of burnout and their resilience is being tested every day by the unique challenges of their current working environment

2.6.1.2 Furthermore, staff from across our services have talked about their own anxieties with new COVID-19 working arrangements, especially where that is doubly impacted by isolation, childcare arrangements or caring responsibilities for elderly relatives. Consequently, we must work to ensure that we have in place sustainable and equitable Mental Health and Wellbeing approaches across our services.

2.6.1.3 In response to concerns around the level of absence linked to stress and mental health, the council launched its Mental Health and Wellbeing strategy during our very successful 'virtual' Mental Health Awareness Week from 15th to 20th May 2020, which signposted all colleagues to a range of resources geared towards Mental Health and Wellbeing - the programme of activity can be viewed here <https://www.nllife.co.uk/mhaw-and-laww-week-launch-2020/>

2.6.1.4 During this week c.2k colleagues participated virtually with a range of interactive and self-directed activities, most notably 980 staff completed an e-learning module that week alone. The following sections of the report demonstrate the success of this week illustrating an increase in both awareness and usage of WorkwellNL resources and support. Furthermore the dialogue with staff during Mental Health Awareness Week, coupled with the feedback from the Home Working staff survey, has informed our forward plan of activity for example shown in sections 2.6.6, 2.6.7, 2.6.8 - as well as the content of our ongoing webinar series also detailed within the LearnNL report PO61.1 also presented to committee today and that can be viewed here <https://www.nllife.co.uk/autumnwebseries/>.

2.6.1.5 The strategy, aligned to the Mental Health and Wellbeing strategy for Lanarkshire 'Getting it right for every person (GIRFEP) is underpinned by a full programme of work which is further detailed below in the report.

2.6.2 Healthy Working Lives, the overarching framework for all activity

2.6.2.1 We attained Gold award status for Healthy Working Lives (HWL) a number of years ago through an ongoing programme of information campaigns and targeted activities focused on employee safety, health and wellbeing. Our practices are also supported by our core organisational policies and procedures.

2.6.2.2 In order to maintain this award we must demonstrate through an annual evaluation that we continue to meet or exceed the criteria set out by HWL. As

well as being able to evidence against our core policies and procedures it provides a robust framework for our activity. The framework has 15 dimensions that include physical activity, healthy eating, mental health and smoking. This ensures we take forward a blend of interventions to suit all staff and the safety and wellbeing assistants use insights from ongoing health surveillance and lifestyle checks to further inform this work.

2.6.2.3 Under the current circumstances we are using virtual approaches to ensure we deliver against our commitment such as; promoting NL Leisure Facebook live physical fitness sessions, continued social media campaign on healthy eating, engaging colleagues through Yammer, and the introduction of new positive workstation exercises and moving and breathing sessions to encourage physical activity whilst people are working from home.

2.6.2.4 Finally the accreditation requires us to demonstrate how we are consulting with employees around safety, health and wellbeing, subsequently a three yearly organisational 'health needs assessment' is undertaken, with the next assessment due in December 2021.

2.6.3 Supporting Employees & Managers

2.6.3.1 Employees and managers can access the new Mental Healthy Workplace toolkits on LearnNL, they can also directly access new and improved mental wellness resources related to mindfulness and self-care. Employees should be encouraged to speak to their manager about any mental health concerns they have (personal and work related) and managers are encouraged to look out for any changes in someone's behaviour that may indicate that they are experiencing poor mental health. The challenge for managers is the fact that a significant number of the workforce is now home working which makes it more difficult to observe changes in behaviour. Guidance for managers on managing teams remotely is available on MyNL, LearnNL and support and advice continues to be provided through our webinar series and directly by Employee Relations. The planned staff surveys and direct engagement with managers will allow us to measure the impact of these resources.

2.6.4 Work Well NL

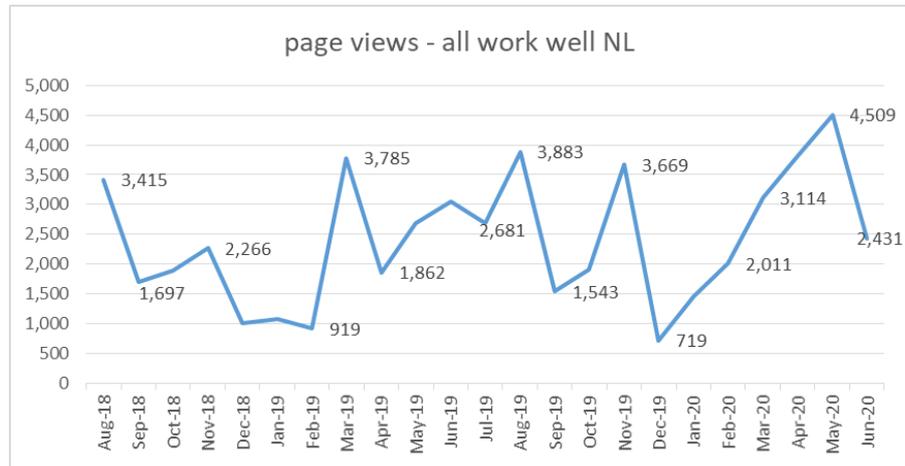
2.6.4.1 WorkwellNL was established to provide a one stop virtual website that provides all health and wellbeing supports. Over the last few months we have updated our provision on a regular basis to respond to the COVID-19 pandemic as can be seen here <https://www.nllife.co.uk/workwell-nl-coronavirushomepage/>

2.6.4.2 We have signposted available NHS Lanarkshire resources, added the toolkit developed from the Scottish Government, details of the National Wellbeing Hub and created our own 'We Aspire' Mental Health and Wellbeing interactive booklet with input from colleagues across our services. We also continue to partner with our financial inclusion team to ensure a quality financial wellbeing provision (as detailed in section 2.5.6). We have also ensured that we have signposted on WorkwellNL all available learning resources on LearnNL such as the new Mentally Health workplace learning space with toolkits for managers and staff geared towards having conversations about mental health. A new webinar series was also introduced during Mental Health Awareness

week with feedback shown in the LearnNL progress report (PO61.1.) also presented to committee today.

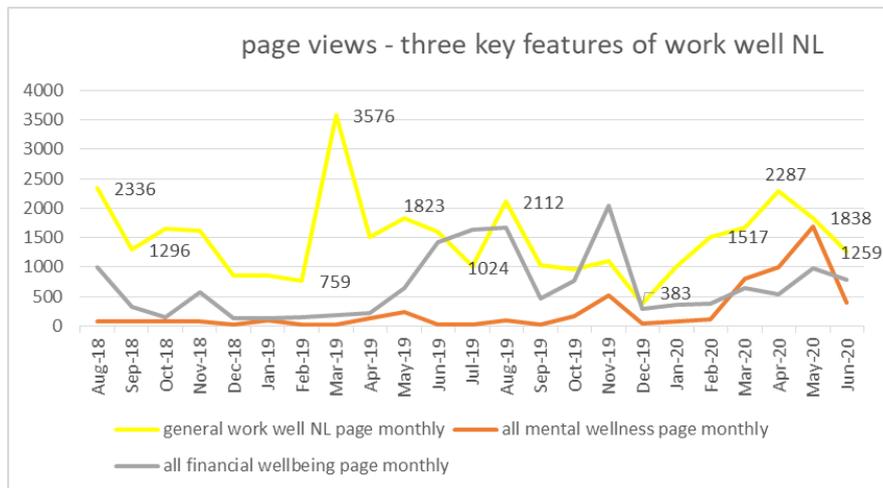
2.6.4.3 WorkWell NL has received 55,486 page views since launch on 1st August 2018 to end June 2020, equating to an average of 80 views per day (see table 4.0 below).

Table 4.0 WorkwellNL page views 1st August 2018 to 30 June 2020



2.6.4.4 Peaks in traffic to the site is linked to specific communication campaigns throughout the year such as NL Life week, Mental Health Awareness Week and increased communication during COVID-19 to signpost all resources and support – as can be seen in table 5.0 below.

Table 5.0 Chart showing the page views on the main three features of the platform

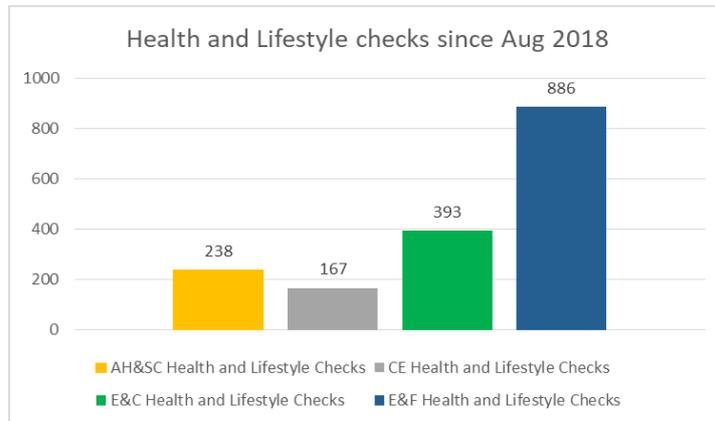


Notably during March and April we seen an increase in appetite for our new self-directed COVID-19 WorkwellNL guidance and resources. Illustrating that people were interested in seeking ‘survival’ type resources to help them cope and adjust to the pandemic situation. As we come through the pandemic into recovery this situation is changing with less direct users on the site and an increasing appetite for self-care advice and health and lifestyle supports.

2.6.4.5 Employee Counselling Service “Time for talking” has been accessed for 1,009 sessions in the year Jun 2019 to June 2020. The highest demand for sessions was during an autumn 2019 promotion campaign within Education & Families. Notably demand for Time for Talking sessions greatly reduced during COVID 19 with staff accessing self-directed resources and guidance materials as an alternative.

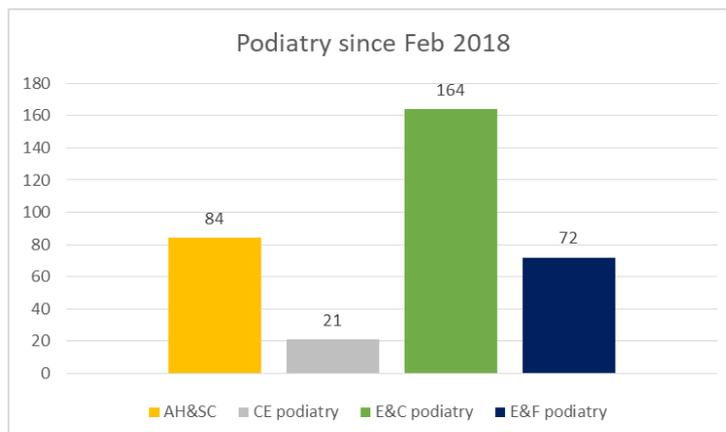
2.6.4.6 Health and Lifestyle checks attended by colleagues now exceeds 1,613 checks since NL life launch August 2018 – an average of 90 per month (pre lockdown). The checks have been paused since February due to COVID-19 with virtual support available. The greatest demand comes from the Education and Families service as can be seen below in table 6.0.

Table 6.0 Health and Lifestyle checks, August 2018 to February 2020



2.6.4.7 Podiatry supports have now been accessed for 341 sessions by colleagues since launch in February 2019 – an average of 28 per month (pre lockdown). The sessions were paused in February due to COVID-19 and opened again in August 2020. Enterprise and Communities has the highest level of podiatry demand as per table 7.0 below.

Table 7.0 Podiatry uptake Feb 2018 to February 2020



2.6.4.8 Since August 2018 the uptake of physio sessions averages 70 per month. These sessions were paused in February due to COVID-19 but have now reopened and we will report on uptake at our next report.

2.6.5 Cycle to work scheme

2.6.5.1 The Cycle to Work scheme in partnership with Halfords, has now been established as an offering since June 2017 and further supports our active travel plans. Since then there has been seven promotion windows for colleagues to access the scheme. In total 364 colleagues have participated in the scheme to date purchasing bikes in excess of £200,000. The average spend per employee on a bike is £544. Approximate savings colleagues have made are £60,000. We have received a peak in interest in the scheme during our August promotion window which is driven by the COVID-19 pandemic and individuals seeking alternative sporting and physical activities.

2.6.6 Face to face and virtual mindfulness sessions

2.6.6.1 Mindfulness sessions have been available to colleagues, both face to face and virtually. In autumn 2019 over 196 colleagues attended a Martin Stepek mindfulness workshop. During lockdown one of our NLC Educational Psychologists, led a webinar on Mindfulness attended by over 50 colleagues. Ten further pre-recorded meditation sessions are available for colleagues to access via the work well NL page.

2.6.7 'Be Alert' Suicide Prevention webinar sessions

2.6.7.1 During the coronavirus outbreak, and highlighted to us during Mental Health Awareness week and in our home workings survey, we know that many people experienced big changes to their normal routines which have been difficult and stressful. Whether people are dealing with members of the public, checking in on colleagues or looking after their own and their family's mental health, it's important to recognise that people may be having thoughts of suicide at this difficult time and know how to support them.

2.6.7.2 Through the North Lanarkshire H&SCP wellbeing strategy group it was agreed for officers to work together to design, develop and introduce Be Alert webinar sessions to all staff. The webinars introduced the 'ALERT' model to assist anyone having a conversation with someone who may be at risk of suicide. 3 sessions were planned initially and due to demand 8 additional dates were added throughout July 2020 with 112 staff participating. Further dates are now planned up until end October 2020 for targeted groups of staff, and plans include extending this offer to NLC's partner organisations.

2.6.7.3 Participants response was 92% favourable towards the sessions with staff commenting that their confidence had increased, it was a helpful refresher, they felt they were now equipped to ask more direct questions around suicide and that the resources and materials would be very helpful to them.

2.6.8 'All of Us' programme for Psychological Support

2.6.8.1 The 'All of Us' programme is a Health and Social Care partnership collaboration, supporting the wellbeing of staff working within North Lanarkshire. It is based upon the psychological first aid model and aims to ensure that every member of the Care Sector staff across Lanarkshire has access to an appropriate level of support during this period of crisis. Details can be viewed here <https://www.nllife.co.uk/hscpallofus/>

- 2.6.8.2 In the first instance (and recognising that the workforce are dispersed and under the current circumstances not likely to be accessing a physical service base for most of their working time) the support will be provided by telephone and/or virtually by skype. If face to face contact is identified it will be provided through appointment.
- 2.6.8.3 The support is provided to individuals by identified wellbeing supporters. A Wellbeing Champion from the local Psychological Therapy Team (PTT) will also be a part of the team for individual case consultation and group supervision support. Each Locality has a Wellbeing Collaboration Group that is made up of a wellbeing coordinator, the Wellbeing Supporters and the Wellbeing Champion who will be responsible for gathering feedback and maintaining the direction of the programme. Referral may come from health and social care staff employed in the care sector as well as from statutory services. Where someone is employed will not be a barrier to accessing wellbeing support.
- 2.6.8.4 Additionally, the same training model and support method is being shared with Independent care home providers with a view to them being able to offer their staff similar levels of psychological support and to inform their social care staff of the availability of "All of Us" support. 3 pilot homes across Lanarkshire are being supported in the direct implementation of the model with a view to sharing this with all other homes/providers, the units have been selected based on their particular challenges during COVID-19. Similarly the model is being shared with voluntary sector organisations/care providers.

2.7 Next steps

- 2.7.1 We will continue with the significant programme of support outlined in line with our workforce for the future strategy and plans, and maintain our focus on driving down absence and making sure that our supports meet the needs of our emerging workforce profile.
- 2.7.2 Through enhanced work on the Council's strategic performance indicators and a strengthened approach to workforce analytics we will be able to measure the impact of all activity and this will be reported to Committee at a future date.
- 2.7.3 We will take findings and recommendations from the upcoming staff surveys and refine our employee engagement priorities and all activities in line with this feedback and the direction of our council recovery and renewal plans for 2020/21.

3. Equality and Diversity

3.1 Fairer Scotland Duty

Our work around employee engagement supports the recommendations of the fairness commission and the Fairer Scotland Duty to reduce the inequalities of outcome caused by socio-economic disadvantage.

3.2 Equality Impact Assessment

The liP framework has been subject to an equality impact assessment.

4. Implications

4.1 Financial Impact

We continue to focus on maximising our drawdown of available funding for initiatives and leveraging partnership relationships and delivery to ensure best value for the Council.

4.2 HR/Policy/Legislative Impact

There are a number of Council wide impacts on existing HR Policies and processes. These have been fully managed in accordance with agreed procedures any change subject to assessment and Committee approval.

4.3 Environmental Impact

Increased use of Digital Technologies related to employee engagement activity will have an environmental by reducing the need for material resources.

4.4 Risk Impact

Progressing our organisational capability in being liP, liYP, HWL accredited is aligned with managing our reputational risk by ensuring that we live up to external challenge on all of the accreditations we have been awarded.

5. Measures of success

5.1 The liP, liYP and HWL frameworks will provide a measure of the effectiveness of leadership and management and Health, Safety and Wellbeing practices across the organisation.

5.2 Ongoing measurable progress against our ambitions to build a Workforce for the future in line with agreed performance indicators as part of the strategic performance framework.

6.0 Supporting Documents

None



Fiona Whittaker
Head of People and Organisational Development