

Facing the Challenge – Learning and development to promote wellbeing and resilience (discussion paper)

Introduction

The Learning and Development strategy for the past year and for the future is based on identifying the challenges faced by the organisation and staff and then trying to develop people and the organisation to meet those challenges. It is based on the belief that engaged, resilient and 'well' employees have a direct impact on the performance of the organisation, particularly when resources are at a premium. This relationship between wellbeing and performance permeates through all learning and development activity e.g. Management development, the introduction of RPR, our commitment to Investors in People and continuing to build our coaching and mentoring culture.

The results of the 2016 staff survey, which are positive overall, also highlight these challenges and the impact of working with fewer resources on wellbeing and morale. The survey also highlighted the importance of employee engagement through effective communication. Some of these concerns have been addressed through a review of internal communications.

Activity undertaken in the last year

- The Learning and Development Team have promoted the link between their activities and these challenges through the use of a logo:



- Half day well being workshops have been developed in conjunction with the Active Communities Team. Two of these were run last year and were well received.
- The Appraisal process has been reviewed and the RPR process has been introduced which promotes a more regular process of review and support.
- The Learning and Development Team promoted National Stress Awareness Day through an open learning session where various resources were available on a drop in basis. Over 40 members of Staff attended.
- The programme of training now groups activities under headings and specifically identifies those related to well being. Posters were recently used to promote a busy programme of activities in the Autumn

- We have worked with individual Teams, where it was identified that a Wellbeing event would be beneficial to the team dynamic.
- The development of the Council's Well@work intranet page which details a wide range of support in place for employees on topics such as family, personal challenges and working health.
- The provision of a free Employee Assistance Programme that provides a confidential advice, information and counselling referral programme designed to support employees in dealing with a variety of issues such as health and well-being, family, relationships, money and work life.
- The Active Communities Team have promoted workplace challenges aimed at promoting participation in physical activity, launched the step jockey programme at DCO and used the newly established Wellbeing noticeboards to promote various wellbeing issues including health walks, smoking cessation and mental health issues throughout the offices.
- The Active Communities Team has maintained better snack boxes providing staff with alternative options to the rest room vending machine.
- Mental health first aid courses were delivered to all senior managers and interested staff.

Activity planned for the future

- 'Meet the Coaches' Open Learning event on 25th August giving people a chance to come along and talk to some of our pool of coaches in order to develop a better understanding of coaching in the organisation. We hope that this will encourage coaching as an initial option for any issues that may arise.
- The recently promoted staff Wellbeing day on 19th September organised by Active Communities with input provided from Learning and Development and the Council's Occupational Health Advisor.
- A 'Managing the Challenge of Change' workshop on 13th October which is designed to develop the skills and approach of managers in supporting staff through change and building resilience in their teams.
- Further Well Being workshops are being planned, the next one scheduled for 14th October.
- Investors in People assessment July 2017. Review and mapping of our current position will result in an action plan that will enable us to meet the requirements of the new 6th generation IIP standard.

- The introduction of new organisational competencies both for staff and managers that reflect the value of resilience and well being.
- A beginner running group lead by a staff member is being organised and will be launched at the September wellbeing day.