

Health & Wellbeing Strategy Action Plan 2019 - 2022

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Organisational Enablers

Organisational Enabler 1: Leadership and Management support in place

Action	Target Audience	Measure	Lead	Timeframe
Demonstrate the Corporate Leadership Team (CLT) support for the Health and Wellbeing Strategy		<ul style="list-style-type: none"> CLT agree and promote a clear Health and Wellbeing vision and strategy CLT visibly endorse staff health and wellbeing via the delivery plan. Board of Governors/School Leaders/Line managers should endorse the Health and Wellbeing programmes and actively explore ways to make this more accessible for their staff. Nominated CLT Champion for staff health and wellbeing. CLT will provide resourcing to deliver agreed actions (including budget) Senior management quarterly reporting on staff health and wellbeing The annual report to include staff health and wellbeing EA Health and Wellbeing Awards 	CLT CLT CLT HWB CLT CLT	Y1 Y1 Y1-Y3 Quarterly from Y2 Annually Y3
Provisions to support, nurture and develop School Leaders/Line managers		<ul style="list-style-type: none"> School Leaders support (Coaching for Principals) School Leaders support (Whole School wellbeing toolkit) Explore Professional Learning and Support Strategy for School staff and Leaders. School Leaders/ Line managers have access to support from Occupational Health, Inspire and Health and Wellbeing Team (HWB) Great People Manager Programme (Health and Wellbeing clinics focused on supporting School Leaders/Line managers to manage staff wellness/attendance at work within schools and services) Satisfaction with line management training (post training survey) As per Organisational Development & Learning (OD&L) Strategy outcomes Induction and reintroduction process explored to support joiners and those who have been away from the work place for a significant period of time e.g. maternity, long term absence, career break etc.... Explore new Job Descriptions to reflect the health and wellbeing responsibilities of managers 	Education Education HWB Steering Group HWB HWB HWB OD&L OD&L CLT	Y1 Y2-3 Y1 Y1-Y3 Y1-Y3 Y1-Y3 Y2-Y3 Y2-Y3 Y2
Health and Wellbeing is delivered efficiently and integrated into key areas of the organisation, making the best use of available resources		<ul style="list-style-type: none"> EA Steering Group formed for health and wellbeing in schools, youth services and the wider EA Health and Wellbeing Strategy Action Plan Health and Wellbeing drivers in place (e.g. Champions) Satisfaction Levels with Occupational Health (OH), Inspire Workplaces 24/7 counselling, HR and Health & Wellbeing support (pulse surveys) 	CLT HWB HWB HWB	Y1 Y1-Y3 Y1-Y3 Y1-Y3
Strive to develop and support an attendance culture To include <ul style="list-style-type: none"> Getting the right balance of support for those experiencing ill health and consequences for those who have unsustainable attendance levels 		<ul style="list-style-type: none"> Board of Governors training on Supporting and Managing Attendance Explore making Board of Governor training accessible to School Leaders New Principal Programme Supporting and Managing Attendance training Schools user testing of Health and Wellbeing Hub 250 School Leaders/Line managers trained per annum (Attendance management and staff wellbeing) to include when to refer to OH or formal processes) School Leader/Line manager toolkits Attendance management as an online module Review Attendance Management policies (support services) 	SDS/HWB SDS/HWB SDS/HWB HWB HWB OD&L/HWB HWB HWB	Annual Y2 Annual Y1 Y1-Y3 Y1 Y2 Y2 Y3

KEY



 Schools and Youth settings

 Schools, Youth and support services

 Non-school/Youth based support services

Note: Outcomes are categorised by Organisational Enabler and Health Intervention




Organisational Enabler 1: Leadership and Management support in place

Action	Target Audience	Measure	Lead	Timeframe
<ul style="list-style-type: none"> Support School Leaders/ Line managers capability to promote a Health and Wellbeing culture Work life balance promotions 		<ul style="list-style-type: none"> Review Attendance Management policies (teaching) Absence targets e.g. 9.3 average days for teachers and 6.0% absenteeism for support services (19/20) Establish a specialist Reasonable Adjustments unit OH Contract management (quarterly reviews) Promote work life balance actively – e.g. more virtual meetings to reduce travel, flexi time review, explore expansion of hot desk opportunities with local partners e.g. libraries services 	HWB Equality Team HWB Working group	Annual Y1 Quarterly from Y1 <i>tbc</i>
Talent development and lifelong learning support		<ul style="list-style-type: none"> As per OD&L Strategy School Development Service Programme Explore staff transfer scheme to promote personal development Explore redeployment scheme for staff with underlying conditions to support their attendance at work 	OD&L SDS HR HR	Y1-Y3 Y1-Y3 Y3 Y2

School Leader/Line Manager health and wellbeing development should include the following recommended elements



- Managing workloads effectively
- Support for staff experiencing ill health
- Managers to be advocates for staff taking leave, avoiding email when on leave and handing over duties to ensure workloads do not pile up
- The importance of open communications and regular team and 1 to 1 meetings

KEY

-  Schools and Youth settings
-  Schools, Youth and support services
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Organisational Enabler 2: Data and Communication arrangements aligned to the Health and Wellbeing Strategy

Action	Target Audience	Measure	Lead	Timeframe
<p>Consistent data driven decision making linked to our people's health</p> <p>To include</p> <ul style="list-style-type: none"> Improving reporting and absence metrics to better aid management decision making 		<ul style="list-style-type: none"> Enhance absence reporting capability (Interim solution) 	<p>SARRs group (Sickness Absence Reporting Requirements)</p>	Y1
		<ul style="list-style-type: none"> Use consistent data to demonstrate performance against health and wellbeing objectives Have relevant outcome measures to measure specialist interventions (e.g. MSK) Develop HR score card to include health and wellbeing Implement EA One system for improved reporting Develop and roll out methodology for presenting information to Boards of Governors and Principals to help manage attendance 	<p>HWB</p> <p>HWB</p> <p>HR</p> <p>HR</p> <p>DE sector group</p>	<p>Y1-Y3</p> <p>Y1-Y3</p> <p>Y1-Y3</p> <p>Y2-Y3</p> <p>Y2</p>
<p>Health Needs Assessment and effective plans for addressing specific issues</p>		<ul style="list-style-type: none"> Health checks included in delivery plan Regular information gathering e.g. Absence reasons/ Surveys - Using results to inform review cycles School Leaders/Line Managers provided with training and/or information on supporting staff to disclose health issues and have supportive conversations 	<p>HWB</p> <p>HWB</p> <p>HWB</p>	<p>Y1-Y3</p> <p>Y1-Y3</p> <p>Y1-Y3</p>
<p>Engaging with our people to inform initiatives to improve the wellness of all in the EA community</p> <p>To include</p> <ul style="list-style-type: none"> Enhance internal communications and engagement 		<ul style="list-style-type: none"> Published Health and Wellbeing Strategy Communication plan with (promotions campaign) 	<p>HWB/ Communications</p>	Y1-Y3
		<ul style="list-style-type: none"> Accessible online "one stop shop" Hub solution to ensure all have a chance to avail of initiatives and interventions (including enhanced signposting), Health and Wellbeing Policy, guidance and education Wellbeing Champions network formed and implemented Health and Wellbeing pulse surveys, all staff survey and focus groups A network of Equality Champions (Disability, Mental Health and Gender) across EA and to develop support mechanisms and training as identified 	<p>HWB</p> <p>HWB</p> <p>Equality Team</p>	<p>Y1-Y3</p> <p>Y1</p> <p>Y1-Y3</p> <p>Y1</p>
<p>Demonstrate how important our people are and promote the good things we do</p>		<ul style="list-style-type: none"> Surveys and focus groups data OD&L Engagement Strategy developed EA Communication Strategy developed EA Contact model implemented Explore the value of HWB Newsletter or alternative communication tool/s 	<p>HWB</p> <p>OD&L</p> <p>CLT</p> <p>CLT</p> <p>HWB/ Comms</p>	<p>Y1-Y3</p> <p>Y2-Y3</p> <p>Y2-Y3</p> <p>Y1</p> <p>Y2</p>

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Organisational Enabler 3: Create Healthier Working Environments

Action	Target Audience	Measure	Lead	Timeframe
Infrastructure and facilities enhanced to promote active lifestyles To include <ul style="list-style-type: none"> Working environment to enable and support nutrition and hydration (lifestyle choices) 		<ul style="list-style-type: none"> Establish cross Directorate working group to identify gaps in provisions and improvements were practicable (e.g. shower accessibility, food preparation areas, access to water, break out areas etc...) Number of on-site physical exercises classes run per annum (maintain or increase per annum) Healthier menus in canteens Bi-annual advertorial campaigns Nutrition classes within Health and Wellbeing delivery plan 	Facilities working group HWB Catering HWB/ Comms HWB	Y2 Y1-Y3 Y1-Y3 Y1-Y3 Y1-Y3
Enhance how we meet the needs of our people when they have experienced illness, injury or disability		<ul style="list-style-type: none"> Develop a corporate Reasonable Adjustments (to include accessibility) approach and policy developed and communication to all staff Promote and disseminate Employers for Disability NI partnership/ support available for School Leaders/Line Managers and staff Implementation and review of new Reasonable Adjustments Unit successes and added value Effective contract management and communication with OH provider (includes complaints monitoring) Effective contract management and promotion of Inspire workplaces services 	Equality Team Equality Team Equality Team HWB HWB	Y1 Y1 Annual/ad hoc review Quarterly review Quarterly & Annual reviews
Positive visual Working environment		<ul style="list-style-type: none"> "Welcoming Experience" of EA project delivered Visual H&W signage and promotions 	Ops and Estates HWB/Champions/ Ops and Estates	Y1 Y1-3
Development and implementation of a flexible and dynamic Health and Wellbeing Programme		<ul style="list-style-type: none"> Six month programme delivered 9 month programme delivered 12 month programme delivered 	HWB HWB HWB	Y1 Y2 Y3
Safety at work		<ul style="list-style-type: none"> Policy and guidance on dealing with violence at work All buildings to comply with H&S legislative requirements Home and Lone Working policy development 	Working group H&S H&S	Y1 - Y2 Y1 - Y3 Y2
School specific: Ensure plans promote a whole school approach		<ul style="list-style-type: none"> Explore enhanced Partnerships with existing wellbeing services to schools Attendance Management training and toolkits via the Hub DE directive - Develop advice and guidance for School Leaders on the inclusion of employee health and wellbeing in School Development Plans Technical training e.g. Trauma informed practice 	Steering Group HWB DE Sector group Education	Y1-2 Y2 Y2 TBC
Youth Services. Developing the Non-Formal Education Workforce		<ul style="list-style-type: none"> 14 x awareness raising events and development of good practice of positive mental health promotion with young people 6 x support/training to EA local YS staff on their related practice Dissemination of good youth work practice at 2 events in this field of work Access for Flare team to 3 x specialist training as identified through a training needs analysis Flare team to meet at least 4 times with a professional supervisor to review and support caseload practice 	Youth Service Youth Service Youth Service Youth Service	Y1 Y1 Y1 Y1

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Outcome 1: We Support Healthy Minds within the EA community

Action	Target Audience	Measure	Lead	Timeframe
School Leaders/Line managers capability building (supportive behaviours)		<ul style="list-style-type: none"> Evaluated and improved Health and Wellbeing programme training An awareness programme for School Leaders/ Line managers on disability discrimination and reasonable adjustments OH Support training included in attendance management training Promote HSE Preventing WRS in schools toolkit Flare Team activity e.g. Youth worker resilience 	HWB / Equality	Annually
			HWB / Equality	Annually
Deliver bespoke health and wellbeing support when it is needed		<ul style="list-style-type: none"> Record and evaluate the number of bespoke interventions per annum 	HWB	Annually
School specific support for Healthy Minds		<ul style="list-style-type: none"> Explore whole school approach to Emotional Health and Wellbeing Principals Coaching pilot (optimising achievement through emotional health and wellbeing) Deliver 2 Health and Wellbeing Principal Conferences Deliver minimum of 1 collaborative Teachers Health and Wellbeing Conference per annum Section of Hub school based support materials Healthy Me pilot (Primary whole school initiative) Provoking Thought pilot (Post Primary whole school initiative) Stress Management training for teachers and School Leaders Health and Wellbeing in School Development Plans Enhanced Schools signposting Mental Health First Aiders in schools Deliver Health and Wellbeing champions networks in Schools 	EA Wellbeing Steering group (Education led)	Y2-3
			HWB	Y1-3
			HWB	Y1
			HWB	Y1-3
			HWB	Y2
			HWB	Y2
			HWB	Y2
			HWB	Y2
			Education (SDS)	Y1-3
			HWB	Y1
			HWB	Y2-3
			Steering group	Y2

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Outcome 2 – We support Healthy Bodies at work

Action	Target Audience	Measure	Lead	Timeframe
Educate, raise awareness and provide learning opportunities		<ul style="list-style-type: none"> Reduce Musculoskeletal sickness days lost by 2% per annum Awareness, workshops and wellness classes built into annual programme (10% participation increase per annum/evaluations above 70%) Health checks provision explored and implemented Addiction signposting to help staff cease activities (e.g. smoking/alcohol) Promotion of healthy eating week - June each year Promote active travel solutions e.g. cycle to work scheme, Sustrans 	HWB HWB HWB/Champions HWB/Comms Catering/HWB HWB/Champions	Y1-Y3 Y1 Y1-3 Y1-3 Y1-3 Y1-3
Maintain and enhance our existing support to staff utilising internal and external experts		<ul style="list-style-type: none"> Explore healthcare options for staff (in complement to NHS) Subsidised Gym and Leisure Centre memberships obtained and promoted to schools and services 1 Physical Health partnership created per annum 5 internal expert session per annum Explore Sustainability e.g. Staff may continue arrangements post funding for suitable activities (EA to provide venue) 	HWB HWB HWB HWB/Champions HWB/Champions	Y1 Y1 Annually Annually Annually
School Leaders/Line managers Capability building		<ul style="list-style-type: none"> Disability and Risk Assessment training for School Leaders/Line managers OH support training included in Attendance Management training and toolkits Menopause Policy to be developed Menopause Policy to be implemented 	Equality/ Health and Safety HWB Equality/HWB Equality/HWB	Annually Annually Y1 Y2

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Outcome 3 - We educate our people on Financial wellbeing

Action	Target Audience	Measure	Lead	Timeframe
Educate and raise awareness of how to manage financial matters	[Green]	<ul style="list-style-type: none"> Section on the Hub dedicated to sound financial management 1 Financial partnership created to roll out education resources for staff Face to face sessions built into annual programme (including social services available, benefits of switching providers e.g. bank, utility etc..., pension information, Additional Voluntary Contributions (AVC's), budgeting etc... 	HWB HWB HWB	Y1 Y1-Y3 Y1-Y3
Supporting staff with financial matters		<ul style="list-style-type: none"> Financial Wellbeing toolkit on the Hub Explore flexible salary payment options 	HWB HR/ F&ICT	Y2 Y1-2
School Leaders/Line managers development on Financial signposting		<ul style="list-style-type: none"> School Leaders/Line managers advised on signposting arrangements and full remit of support available 	HWB	Y2

Outcome 4 - We provide opportunities for our people to be Social and connect with each other

Action	Target Audience	Measure	Lead	Timeframe
Promote the value of connecting with others to improve mental health	[Green]	<ul style="list-style-type: none"> HWB Champions recruited and network formed HWB online Hub solution implemented 	HWB HWB	Y1 Y1
Create social opportunities		<ul style="list-style-type: none"> Explore development of social spaces in schools and other settings Establish 1 new Social Responsibility partnership with local expert (to include volunteering access) Scope out new EA social clubs (scale up or reboot the successful Armagh social club model) Annual Directorate Engagement days (2 per directorate) Volunteering programme (see Giving Back) Explore other value for money suggestions to increase social engagement e.g. family fun days, team lunches, staff BBQ in summer, fun themed events. Communication of all engagement activity/opportunities Social walking group to be explored (link to physical health) 	Facilities Group HWB HWB CLT HWB CLT Comms HWB Champions	Y2 Y1 Y2 Y1-Y3 Y2-Y3 Y2 Y1-3 Y1

KEY

- [Green] Schools and Youth settings
- [Yellow] Schools, Youth and support services
- [Light Blue] Non-school/Youth based support services

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Outcome 5 - We promote the value and create pathways to enable our people to Give Back within the local community

Action	Target Audience	Measure	Lead	Timeframe
Promote the value of giving back in the community and connecting with others and to improve mental health		<ul style="list-style-type: none"> Section on the Hub dedicated to this including volunteer and charity opportunities/initiatives 	HWB	Y1
Demonstrate corporate commitment to all "Giving Back" activities		<ul style="list-style-type: none"> HWB Champions recruited Explore and embed a corporate volunteering programme with strong links to education Reaching Out pilot Communication opportunities to give e.g. Blood donations Introduce environmental initiatives e.g. recycling bins 	HWB HWB Transformation HWB/Comms FM	Y1 Y1-Y3 Y1 Y1-Y3 Y1-Y3
Provide a structured approach to charity work in EA (linked to EA values)		<ul style="list-style-type: none"> Charity committee formed Proposal for a big initiative for November and December (Christmas Family Appeal - EA wide event) Committee to consult and appoint a charity (or charities) of the year and raise £15,000 per annum (link to social health with initiatives to raise money e.g. coffee mornings) Enable all willing volunteers to avail of at least 1 days volunteering per annum by running annual Volunteering Programme Complete 200 days volunteering (10% increases per annum) 	HWB Champions Steering group HWB Champions Steering Group HWB Champions HWB Champions HWB Champions	Y1 Y1 Y2-Y3 Y2 Y2-Y3

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