Belonging & Wellbeing Strategy

Lichfield district council

Foreword

Councillor Doug Pullen, Leader of the Council

While we continue to focus on improving the lives of residents within Lichfield District by providing excellent services, I know that we also must have a similar focus on creating a workplace where people can have meaningful, enjoyable and fulfilling careers.

I believe each of us want to be part of a high-performing organisation, one that is open to contributions from all members of staff, and where we are comfortable in saying what we may be feeling. No doubt you want to work within a diverse workforce where there is true equality of opportunity and real diversity of thought. Only through creating this diverse workforce, where people are comfortable expressing their opinions, will our Council benefit from the broadest range of perspectives and generate great new ideas that support the best outcomes for our district.

The route to Being A Better Council will only succeed where thoughts, ideas, experiences and innovation are drawn from right across our team. I'm delighted that Simon is bringing this Belonging & Wellbeing strategy forward as we move Lichfield District Council forward into this next exciting phase.

Simon Fletcher, Chief Executive

An organisation should be judged not by what it says but what it does. We want our people to enjoy a state of positive physical and mental health and wellbeing, to feel a sense of belonging and be supported by the leadership team and colleagues, enabling them to thrive and contribute to the delivery of great services to our residents.

Please think about how you can make a difference in your teams in bringing our new Belonging & Wellbeing strategy to life and help us move more quickly not just in saying the right things, but also in doing the right things. We want to be an exemplar Council where everyone's contribution is truly valued - it is up to all of us to make it a place we love working at and would be proud to recommend to our friends. Let's do this together.

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Context

The coronavirus pandemic and the lockdown has changed life as we knew it. The potential wellbeing impacts of this are vast. Coupled with our change programme "#BeingABetterCouncil" where we plan and implement substantial and sustainable change in organisational structures, performance, and culture to better deliver our services, it is essential we generate a sense of belonging and wellbeing.

This strategy aims to do that, to strengthen our corporate culture and ensure all our employees are supported through change, but it is also intended to create a positive environment that is compatible with promoting staff engagement, being an employer of choice, improving attendance, high organisational performance, resident focus and continuous improvement.

Vision

● Our vision is to fully embed a sense of belonging and wellbeing across the council and our aims are to:

● Create a vibrant environment and culture based on shared values and trust.

● Create a safe and healthy work environment which fosters a culture of positive wellbeing of our people as a strategic priority and something that is everyone's responsibility and is integral to everything we do.

● Be an employer of choice which values employees and recognises the role wellbeing can play in the bigger picture, including improving productivity and ways of working.

● Challenge traditional ways of working and provide impactful wellbeing support based on the needs of our people.

● Recognise and invest in skills and encourage personal development.

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Priorities - Lead, Promote, Support

1. Lead
Belonging & wellbeing is everyone's responsibility.

Activities

- Develop Belonging & Wellbeing Group, with representatives ("champions") from across the council
- Create inclusion networks (e.g. young peoples') to lead on belonging and wellbeing priorities
- Cultivate caring leaders and managers
- Encourage the employee voice
- Promote employee health, wellbeing and engagement
- Leaders understand links between wellbeing, health and safety, performance and personal development.
- Reflect belonging through our policy, procedures and processes
- Commit to measurable belonging objectives in service planning

Outcomes

- A sense of belonging where everyone can thrive and flourish
- A culture of learning and development
- High levels of self-expression
- Colleagues, regardless of role or grade feel valued and heard, represented and understood
- Improved wellbeing and reduction in stress related absence
- Engagement and connection with employees
- Council, Service, and Employee objectives converge
- Policies are fit for purpose and represent our workforce

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2. Promote

Embedding wellbeing and belonging in our work life.

Activities

- Design workspaces for communication and community
- Celebrate equality, diversity, and inclusivity
- Create freedoms over how, when and where employees work
- Share information openly and regularly through 'All Hands' calls and 'Toolbox talks'
- Live our values and demonstrate these in action

Outcomes

- Employees feel engaged and valued
- Work and personal life priorities are balanced
- 'One Council' is recognised and reinforced
- Increased levels of employee pride and collaboration
- Improved outcomes for residents and customers
- We become an employer of choice

3. Support

Targeted interventions to address wellbeing needs.

Activities

- Develop wellbeing resources so colleagues take responsibility for their own wellbeing
- Develop an employee assistance programme
- Cultivate a network of mental health first aiders
- Reinvigorate appraisal and employee development systems
- Prioritise support for mental health and wellbeing
- Develop a workforce that reflects our population
- Interventions for under represented groups

Outcomes

- Employees invested in and supported to develop personally and professionally
- Appropriate support is available to all employees in times of need
- Employees have a clear development path and stretch targets to support high performance
- Through our efforts to support all colleagues, we have a happy, healthy and engaged workforce

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Success Measures

1. Employees are satisfied with the Council as their employer

2. Employees have confidence in the leadership skills of managers and the senior leadership team

3. Employees agree managers and the senior leadership team exhibit our values

4. Employees have confidence in the leadership skills of the Leader of the Council and Cabinet

5. Employees who agree they would be happy to still be working at the Council in one year

6. Sickness absence measures

7. Turnover rates

8. Development objectives met

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