DATE OF MEETING:	17 JANUARY 2029		
REPORT TITLE:	TIME TO CHANGE: RBC EMPLOYER ACTION PLAN REFRESH		
REPORT AUTHOR:	JANETTE SEARLE	TEL:	0118 937 3753
JOB TITLE:	PEVENTATIVE SERVICES MANAGER	E-MAIL:	Janette.Searle@reading.gov.uk
ORGANISATION:	READING BOROUGH COUNCIL		

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1 This report outlines Reading Borough Council's progress to date in delivering on a 'Time to Change' Employer Pledge to end mental health discrimination, and sets out the ambitions of a refreshed Action Plan – attached as Appendix 1 - which was approved by the Council's Corporate Management Team in November 2019, within the adoption of a new Employee Wellbeing Action Plan.

2. RECOMMENDED ACTION

2.1 That the Health and Wellbeing Board note the actions which Reading Borough Council has committed to as a Time to Change employer, and how these support and promote wellbeing in the borough.

3. BACKGROUND AND POLICY CONTEXT

3.1 Reading Borough Council is a significant local employer, with 1,702 staff currently on its payroll, many of whom are also Reading residents. How the Council supports staff health and wellbeing can therefore have a direct impact on the health of the town. Indirectly, by modelling the behaviours it would like to see in other employers, the authority can potentially have a much wider impact. This is very much the role envisaged for public sector employers in the independent review of 'Thriving at Work'.[1]

3.2 'Time to Change' is a national campaign, led by the charities Mind and Rethink Mental Illness, to end mental health discrimination. Because the attitudes of others can stop people with mental health problems getting the help and support they need, the campaign encourages pledges to 'open up' to mental health, to talk and to listen.

3.3 The Time to Change Employer Pledge signals an organisation's commitment to change how people think and act about mental health in that workplace, and make sure that employees who are facing mental health challenges feel supported. Signatories can come from any sector.

---

[1] Department for Work and Pensions (2019) *Thriving at Work: the Stevenson / Palmer review of mental health and employers*

3.4   There is a clear economic driver for organisations to recognise and address mental health challenges. Deloitte has calculated the cost of poor mental health in the UK workplace to be between £33bn and £42bn a year – equivalent to £497 – £2564 per employee. Whilst overall workplace absence through illness is declining, mental health related absence is on the increase,[2] and official statistics probably under-estimate the impact of poor mental health given that a 2017 survey found that 51% of employees would not be comfortable talking to their line manager about a mental health issue.[3] Time to Change's own findings are that 95% of employees calling in sick because of stress have given a different reason.

3.5   Time to Change makes the case that looking after the mental health of employees makes business sense and increases productivity. The rationale is that encouraging people to talk about their mental health can make a real difference to sickness absence rates, staff wellbeing and productivity. It also means that people are more likely to seek support before reaching crisis point, as delays in seeking help can result in staff then needing to be signed off sick for longer periods. By taking action, employers can increase staff loyalty and sense of investment in their organisation which in turn increases retention rates.

4.   READING BOROUGH COUNCIL'S TIME TO CHANGE ACTION PLAN

2017 Action Plan

4.1   In 2017, Reading Borough Council developed a proposal for how the authority could deliver on a Time to Change Employer Pledge. This was approved by the national Time to Change team, and at the October 2017 Health and Wellbeing Board, Cllr Hoskin signed the Time to Change Employer Pledge on behalf of the Council.

4.2   The Council's Time to Change Action Plan is owned by a group of Champions who have been recruited from across the authority. The Champions are supported through training, peer mentoring and access to Time to Change resources. There are currently 60 Champions, representing each Directorate and most services. Champions meetings and Champion-led events have taken place across the various Council sites.

4.3   In line with the original Action Plan, the Champions have been instrumental in promoting staff mental wellbeing via internal communications, a review of Human Resources policies, and the promotion of a new Employee Assistance Programme (EAP). Invited speakers have shared lived experience of mental health challenges and information about the Dementia Friends programme. The Samaritans have also provided training on Managing Difficult Conversations. Anti-stigma activities have included a fundraising bake off, a riverside dog walk and a quiz hosted by the Chief Executive – all used as opportunities to start conversations amongst staff about mental health.

4.4   Compass Recovery College has played a key role in the Council's Time to Change activities. Compass offers a range of courses on managing mental wellbeing, all developed and run by people with lived experience of mental health challenges. These are open to all. The Compass ethos raises the profile of mental health and challenges assumptions about the options open to someone living with a mental health diagnosis or common mental health problem.

2019 Action Plan

[2] Office for National Statistics (2017) *Sickness Absence in the Labour Market 2016*
[3] Business in the Community (2017) *Mental Health at Work*

4.5   The RBC Time to Change started working on a refreshed action plan within preparations for World Mental Health Day 2019 (10th October), using a model set and quality assured nationally. This builds on the standards, recommendations, evidence base and best practice guidance found in the 2017 Thriving at Work Report (see above). There are six core standards:
1. Produce, implement and communicate a mental health at work plan
2. Develop mental health awareness among employees
3. Encourage open conversations about mental health and the support available when employees are struggling
4. Provide employees with good working conditions and ensure they have a healthy work life balance and opportunities for development
5. Promote effective people management through line managers and supervisors
6. Routinely monitor employee mental health and wellbeing

4.6   The 2019 Action Plan is comprehensive and wide-ranging, reflecting how well diffused Time to Change has become across RBC. However, the first two core standards are given highest priority and make up the mental health component of the Council's broader Employee Wellbeing Plan.

4.7   Whilst awareness raising activity continues to be a feature, the refreshed plan recognises the need to mainstream and normalise mental health conversations. There is therefore an increased emphasis on embedding mental health awareness within the organisation's day to day business – through Human Resources polices, supervision processes and wider staff meetings. The new Action Plan is informed by the latest staff survey findings, and links to commitments made on the back of that, such as 'back to the floor' sessions for managers.

4.8   There is an ambition to increase the number of Time to Change Champions within the organisation, and to support a wider cohort to engage at this level - by offering flexibility around the commitment required alongside securing robust organisational support for and recognition of the Champions' role. Using a variety of media, the Champions will disseminate messages across the organisation to keep mental health on every relevant agenda. The Champions will also continue to capitalise on wider media promotion linked to national campaigns, such as Time to Talk Day, Mental Health Awareness Week and World Mental Health Day.

5.   **CONTRIBUTION TO READING'S HEALTH AND WELLBEING STRATEGIC AIMS**

5.1   Delivering on the Council's Time to Change Action Plan will contribute to several of the priorities set out in the 2017-20 Health and Wellbeing Strategy for Reading.
* By supporting people's self-esteem, Time to Change actions empower people to make healthier lifestyle choices (Priority 1), including reducing alcohol consumption to safe levels (Priority 5)
* By promoting a workplace culture in which colleagues look out for and support one another, particularly at difficult times, and help to keep people in work, Time to Change actions can help to reduce loneliness and social isolation (Priority 2)
* By modelling supportive and anti-discriminatory treatment of anyone who has experienced mental health challenges, Time to Change actions can help to promote positive mental health and wellbeing in children and young people (Priority 3)
* By encouraging people to identify mental health difficulties and seek support, Time to Change actions can help to reduce deaths by suicide (Priority 4)
* By improving understanding of mental health conditions broadly, and dementia in particular, Time to Change actions help to make Reading a place where people can live well with dementia (Priority 6)

5.2   In addition, Time to Change actions build on all of the Health and Wellbeing Strategy foundations. By encouraging those experiencing mental health difficulties to talk and seek help, the actions help to safeguard those who are vulnerable. The actions to raise staff awareness of local support aligns with the aim to offer high quality co-ordinated information to support wellbeing. The wider Employee Wellbeing Action Plan, of which the Time to Change Action Plan now forms a part, includes a commitment to develop a local policy on support for employees with unpaid/informal caring responsibilities.

6.   COMMUNITY & STAKEHOLDER ENGAGEMENT

6.1   The Time to Change Employer Action Plan is a commitment internal to Reading Borough Council so wider community engagement is not a prerequisite. However, the plan has been developed by staff from across the Council. There is an aspiration to work with other local employers to share experience and develop best practice.

7.   EQUALITY IMPACT ASSESSMENT

7.1   Under the Equality Act 2010, Section 149, a public authority must, in the exercise of its functions, have due regard to the need to—
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

7.2   The Time to Change Action Plan explicitly aims to eliminate discrimination against people who have experienced mental health difficulties and may be regarded as having a protected characteristic under the Equality Act on that basis. As such, it should advance equality of opportunity, and any differential impact on persons with a protected characteristic will be positive. An Equality Impact Assessment is not therefore needed.

8.   LEGAL IMPLICATIONS

8.1   There are no direct legal implications.

9.   FINANCIAL IMPLICATIONS

9.1   The Time to Change Action Plan (2019) will be delivered within existing resource and as such there are no direct financial implications.

Appendix 1: Reading Borough Council Time to Change Action Plan (refreshed November 2019)

Core Standard 1: Produce, implement and communicate a mental health at work plan

You can find a support guide to developing your activities for Core Standard 1 here.

Activity	Internal Lead(s)	Timescale	Performance Measure
List the activities that your organisation will undertake to tackle mental health stigma and discrimination in relation to this Thriving at Work Core Standard and addressing the questions posed below.	*Outline who is responsible for delivery of each activity within your organisation.*	*Provide planned timescales and dates for delivery of each activity within your organisation*	*Outline what measurements will be used to monitor and evaluate impact and success*
How will you demonstrate your Senior Leaders are committed to addressing mental health, and mental health stigma and discrimination specifically, in your workplace? *Make reference to your planned Time to Change Pledge signing activity and how this commitment will be reinforced through strategic internal/external communications.*			
Enter your activity Insert a new row below for each activity.	Enter responsible person(s)	Enter indicative timescales	Set out performance measures/KPIs.
Action plan to be presented for sign off by Corporate Management Team (CMT) and the Team Reading Programme Board	David Munday	Dec 2019	Senior management to be aware of action plan and to have agreed content
Refresh pledge summary on Time to Change (TTC) website and share link with staff	Sarah Hunneman	Oct/Nov 2019- to link with Every Mind Matters launch	Summary to be on TTC website and link on RBC intranet

Staff mental health to be regular agenda item at Team Talk	Shella Smith	From Dec 2019	Regular opportunities to be created for managers to cascade latest mentl health (MH) resources available to staff

How will your commitment be embedded within organisational strategies, policies and strategic-level documentation? *Make reference to any and all strategies, policies and strategic publications e.g. Annual Report in which your commitment will appear.*			
Directorate of Adult Care and Health Services (DACHS) workforce development strategy that DMT sign up as TTC champions	Natalie Madden	Nov 2019	Request submitted in draft strategy to DMT
Employee Wellbeing Group reports and recommendations to Team Reading Programme Board	Roger Morris	On-going	TTC action plan to be explicitly referenced where relevant with representation from TTC champions in the group (Sarah Hunneman and Rebecca Dexter-Elisha)
Reading Borough Council (RBC) response to Berkshire Director of Public Health (DPH) Annual Report 2019	David Munday	Dec 2019	TTC Action plan to utilise recommendations from the DPH report

Core Standard 2: Develop mental health awareness among employees

You can find a support guide to developing your activities for Core Standard 2 [here](#).

Activity	Internal Lead(s)	Timescale	Performance Measure
List the activities that your organisation will undertake to tackle mental health stigma and discrimination in relation to this Thriving at Work Core Standard and addressing the questions posed below.	*Outline who is responsible for delivery of each activity within your organisation.*	*Provide planned timescales and dates for delivery of each activity within your organisation*	*Outline what measurements will be used to monitor and evaluate impact and success*
How will you look to raise your staff's understanding of mental health problems and mental health stigma in the workplace? *Make reference to any planned events/ activities/ internal campaigns or initiatives your organisation will run in addition to any information or resources the organisation makes available/signposts to staff.*			
TTC champions to trial a proactive approach to staff support in customer care and transformation/ICT- trial in response to results from staff survey	Ashley Rogers	Feb 2020	Trial to be completed with a view to rolling out across the organisation
Feb- Time to Talk Day- line managers will be asked to make time to talk with staff, either at a shared lunch or by being present 'on the floor'	Sarah Hunneman/ Rebecca Dexter Elisha	Feb 2020	Managers taking part to be encouraged to sign up through the intranet to publicise participation and help increase staff awareness
May- Mental Health Awareness Week- Public Health and Wellbeing Team to lead with well-being activities linked to DPH workplace wellbeing report	David Munday	May 2020	Staff participating in events and promotions to be more aware of how to improve and maintain their mental and muscular - skeletal health in the workplace at the end of the week.
Oct – World Mental Health Day events to promote services supporting mental health/ Fundraising event to be included to boost awareness.	Recovery College/ Sarah Hunneman	Oct 2020	Staff participating in events and promotions to be more aware of how to access

			relevant services for MH support
On-going- champions to promote staff health and wellbeing resources	All TTC Champions/ Sarah Hunneman/ Rebecca Dexter Elisha	Oct 2020	TTC champions to be supplied with relevant information to share with their teams and colleagues. To feedback on success of sharing at networking events.
Quarterly networking meetings for TTC champions - TTC champion role to be recognised by managers to enable participation in meetings where possible	Sarah Hunneman/Rebecca Dexter Elisha	Oct 2020	4 networking meetings to have been held for TTC champions at min of 2 different sites
Organisation wide communications plan to support the implementation of the plan.	Claudine Schooling	Oct 2020	Measurements will be built into the communications plan to monitor and evaluate communications activity
TTC champions blog in response to staff survey to help highlight health and wellbeing resources	Sarah Hunneman/Rebecca Dexter Elisha	Oct 2020	Number of followers of blogs to be monitored.
Make TTC champions more visible within RBC, for example through intranet groups, email signature badges and communications boards (where staff have no intranet)	Sarah Hunneman/Rebecca Dexter Elisha	Oct 2020	Actions to be completed, TTC champions to report higher levels of awareness amongst staff about their role.

Intranet resources to be regularly up-dated and to include external apps and materials, eg. Every Mind Matters and internal such as e-learning modules. To be linked to campaign calendar created by Employee Wellbeing Group	Sarah Hunneman/Rebecca Dexter Elisha	Oct 2020	Actions to be completed, number of visits to site to be monitored.

What tools or resources are made available to staff to self-reflect on their own mental health in the workplace and discuss what supports them stay well in your organisation? *Make reference to Wellness Action Plans, Wellness Recovery Action Plans or similar tools/frameworks.*

Intranet Wellbeing Page which includes: Employee Assistance Programme, Every Mind Matters on-line resources, E-learning modules	Rebecca Dexter Elisha	On-going	Resources to be kept up-dated
Occupational Health	Louise Weald	On-going	Service to be maintained
Recovery College Wellness Recovery Action Planning course and additional wellbeing and educational sessions being promoted to staff through workplace sessions and information. (All Recovery college sessions are free for staff and their families to access).	Sue Barton	On-going	Service to be maintained
Remploy - funded by the Department for Work and Pensions, offers free tailored support for up to 9 months for employees affected by mental health issues at work	Rebecca Dexter Elisha	On-going	Service to be promoted to all staff
Links with local partners such as Berkshire West Your Way (offering 1:1 support) and low cost counselling services	Sarah Hunneman	On-going	Services to be promoted to all staff

Regular Public Health and Wellbeing Team Communications to begin including resources available for staff wellbeing	Nina Crispin / Sarah Hunneman	On-going	Additional information to be included and shared in staff emails

Core Standard 3: Encourage open conversations about mental health and the support available when employees are struggling

You can find a support guide to developing your activities for Core Standard 3 here.

Activity	Internal Lead(s)	Timescale	Performance Measure
List the activities that your organisation will undertake to tackle mental health stigma and discrimination in relation to this Thriving at Work Core Standard and addressing the questions posed below.	*Outline who is responsible for delivery of each activity within your organisation.*	*Provide planned timescales and dates for delivery of each activity within your organisation*	*Outline what measurements will be used to monitor and evaluate impact and success*
How will your organisation encourage your employees to share their experience of mental health problems at an organisation-wide level? *Make reference to the opportunities that will be made available to share experiences e.g. wellbeing events, blogs, intranet posts or through internal newsletters.*			
A blog to be created and updated regularly by the champions intranet group - different individuals to have the opportunity to contribute	Sarah Hunneman/ Rebecca Dexter Elisha	Oct 2020	Number of followers of blogs to be monitored.
Organisation wide communications plan to be created to support the implementation of this plan	Claudine Schooling	Oct 2020	Measurements will be built into the communications plan to monitor and evaluate communications activity

Speakers with lived experience of MH challenges to be invited to share at events	Sarah Hunneman	Oct 2020	Minimum of one event in 2019-20 to include speaker sharing lived experience
Opportunities to share personal experiences of using self-care to improve mental health to be shared- for example, through the 'Every Mind Matters' campaign	Sarah Hunneman	Oct 2020	Details of opportunities to have been shared with TTC champions and on intranet

How does your organisation normalise conversations about mental health and encourage disclosure? *Make reference to the opportunities and communications that encourage persons to disclose and reinforce your organisation's commitment to supporting these individuals e.g. inclusion of organisation's commitment in recruitment packs.*

Time to Change logo to be included on recruitment literature	Ben Morgan	Oct 2019	TTC logo to be included in recruitment packs to demonstrate RBC commitment to ending discrimination
Increasing the visibility of TTC champions and promoting their availability to sign post to resources	Sarah Hunneman/ Rebecca Dexter Elisha	Oct 2020	Actions to be completed, TTC champions to report higher levels of awareness amongst staff about their role.
Promotion of national awareness campaigns	Sarah Hunneman/ Rebecca Dexter Elisha	Oct 2020	Actions to be completed, TTC champions to report higher levels of awareness amongst staff about their role.

How will your organisation empower employees to champion mental health in the workplace and provide peer to peer support and activities in support of normalising the conversation? *Make reference to how your organisation will look to establish an Employee Champion role in your workplace, the responsibilities of this role and the training/ budget/ resource that will be allocated to this initiative.*			
CMT to be made aware of the TTC Action plan and the role of TTC champions	David Munday	Dec 2019	All members of CMT to be aware of TTC action plan and to agree the contents
TTC champions to trial a proactive approach to staff support in customer care and transformation/ICT- trial in response to results from staff survey	Ashley Rogers	Feb 2020	All members of CMT to be aware that TTC champions are available to offer additional support to staff as appropriate
TTC champions to be made more visible to all staff through intranet, communication boards (where no intranet access) and email signature badges.	Sarah Hunneman/Rebecca Dexter Elisha	Oct 2020	Actions to be completed, TTC champions to report higher levels of awareness amongst staff about their role.
Managers to enable staff to attend TTC events and activities where possible (needs of service still be priority)	CMT	Oct 2020	TTC champions to report that team members enabled to participate as appropriate
TTC to be included in staff induction sessions to raise awareness among new starters	Rebecca Dexter Elisha	On-going	New starters to be made aware of TTC pledge, available resources and how to access/participate

Core Standard 4: Provide employees with good working conditions and ensure they have a healthy work life balance and opportunities for development

You can find a support guide to developing your activities for Core Standard 4 here.

Activity	Internal Lead(s)	Timescale	Performance Measure
List the activities that your organisation will undertake to tackle mental health stigma and discrimination in relation to this Thriving at Work Core Standard and addressing the questions posed below.	*Outline who is responsible for delivery of each activity within your organisation.*	*Provide planned timescales and dates for delivery of each activity within your organisation*	*Outline what measurements will be used to monitor and evaluate impact and success*
How do your policies support those persons with mental health problems and support them to come forward and disclose? *Make reference to the policies your organisation has in place and the mechanisms through which these are reviewed and updated including any involvement of persons with lived experience of mental health problems in the review.*			
This section lists the policies RBC has in place to support staff with mental health problems. *TTC champions will signpost colleagues to relevant policies and share up-dates and refreshes.* Equality of opportunity in employment policy Focuses on women, people from BAME and LGBT communities Employee wellbeing in the workplace policy References and defines stress Work-life balance policy Flexible working policy Managing sickness absence Reasonable adjustments guide Return to work interview guidance	TTC Champions/ Sarah Hunneman	On-going	Information to be shared via intranet groups and emails, champions speaking at team meetings and providing one to one support to colleagues where needed.
How do your policies actively consider and support persons from diverse backgrounds? For example people of colour, persons with disabilities, LGBTQ+ persons who live with mental health problems. *Make reference to specific inclusion of such groups within organisational policy and the intersection of any mental health initiatives, programmes or support with these persons.*			

Core Standard 5: Promote effective people management through line managers and supervisors

You can find a support guide to developing your activities for Core Standard 5 here.

Activity	Internal Lead(s)	Timescale	Performance Measure
List the activities that your organisation will undertake to tackle mental health stigma and discrimination in relation to this Thriving at Work Core Standard and addressing the questions posed below.	*Outline who is responsible for delivery of each activity within your organisation.*	*Provide planned timescales and dates for delivery of each activity within your organisation*	*Outline what measurements will be used to monitor and evaluate impact and success*
How does your organisation ensure managers and supervisors are suitably prepared and educated to have effective conversations with their line reports about their mental health? *Make reference to training provided, resources made available and ongoing support (internal/external) that can be accessed.*			
Training and workforce development programme Corporate Induction- Welcome to Team Reading Dealing with Difficult Telephone Calls Solution Focused Working Appraisal and supervision Coaching skills for supervisors Managing team stress and wellbeing Additional e-learning modules for TTC are also being created	Rebecca Dexter Elisha	On-going	To be maintained
Human Resources (HR) Policies and Recruitment & Selection (both reference supporting employees with mental health and making reasonable adjustments)	Rebecca Dexter Elisha	On-going	To be maintained
Unison's 'lunch and learn' sessions open to all staff: Stress Workshop Building Positive Relationships Confidence	Mike Cooper	On-going	To be maintained

Up-coming programme for manager development	Rebecca Dexter Elisha	Oct 2020	Numbers of managers participating and feedback from programme to be monitored
Wellbeing page on intranet with internal and external resources	Rebecca Dexter Elisha	On-going	To be maintained and kept current
TTC champions to be made available to have a one to one conversation and provide sign-posting to staff looking for support to improve or maintain their mental wellbeing.	Ashley Rogers	Feb 2020	Initial trial to be completed and role of champions to be promoted
Regular newsletters/updates from Public Health and Wellbeing Team on available resources	Nina Crispin / Sarah Hunneman	Nov 2019	Regular email communications to be sent to all staff

How do your organisation's policies ensure regular opportunities are presented for managers and supervisors to have conversations with line reports about their mental health? *Make reference to Induction policies/onboarding activities, supervision policies or One to One agenda and Appraisal activities.*

[1:1 supervision policy](#) Reinforces RBC's commitment to staff wellbeing	Russell Gabbini/HR Partners (Roger Morris, Jackie Chandler, Denise Burston and Kirsty Bennett)	On-going	Continued promotion of policy and relevant training for managers and supervisors
[Appraisals guide](#) Addresses workload and wellbeing	Russell Gabbini	On-going	Continued promotion of policy and relevant training for managers and supervisors

[Recruitment and retention of disabled people](#) Recognises mental health conditions and self-harm, as well as the fluctuating and reoccurring symptoms of some conditions such as depression.	HR Partners (Roger Morris, Jackie Chandler, Denise Burston and Kirsty Bennett)	On-going	Continued promotion of policy and relevant training for managers and supervisors

Core Standard 6: Routinely monitor employee mental health and wellbeing

You can find a support guide to developing your activities for Core Standard 6 [here](#).

Activity	Internal Lead(s)	Timescale	Performance Measure
List the activities that your organisation will undertake to tackle mental health stigma and discrimination in relation to this Thriving at Work Core Standard and addressing the questions posed below.	*Outline who is responsible for delivery of each activity within your organisation.*	*Provide planned timescales and dates for delivery of each activity within your organisation*	*Outline what measurements will be used to monitor and evaluate impact and success*
Who within your organisation has overall responsibility for the implementation, evaluation and subsequent review of this action plan? *Make reference to any working groups or committees that might also have ownership of/significant stake in the delivery of this plan.*			
Time to Change Champions	Sarah Hunneman	On-going	Compilation of the plan
Public Health and Wellbeing Team	David Munday/ Sarah Hunneman	On-going	Review of plan
Employee Wellbeing Group	Roger Morris	On-going	Inclusion of relevant points in recommendations to Team Reading Programme Board
TTC working group- made up of champions	Sarah Hunneman / Rebecca Dexter Elisha	On-going	Recommendations for plan and evaluation of success

Through what mechanisms does your organisation currently monitor and evaluate employee mental health and wellbeing? *Make reference to any surveys that will be deployed with specific reference to the sort of questions to be included and any of the performance measures outlined in this document that will be drawn from this research.*			
Regular review of absence management information and analysis of EAP contact etc, by CMT, Directorate Management Teams and Directorate Joint Forums (with trade union representatives)	Shella Smith	On-going	Improvements in attendance levels and reduction of absence related to mental ill health
Regular staff surveys- with wellbeing questions- addressing stress levels and how valued staff feel. These are well promoted to all staff by the communications team.	Shella Smith Claudine Schooling	On-going	Continued use of staff surveys and promotion to all staff to take part
Time to Change specific survey for all staff to measure awareness of the activities in this plan and gather feedback on their effectiveness	Claudine Schooling	August 2020	Survey to be issued to all staff to gather feedback for use in reviewing current plan and creating the 2020/21 plan
Information gathered from surveys used to influence initiatives and strategies, for example, DACHS workforce development strategy and trial of additional support for staff in the Resources directorate.	DMTs/CMT	On-going	Continued pro-active response to results of survey
Does your organisation record and monitor sickness absence in relation to mental health problems and stress? *Make reference to what is recorded through your HR systems and how this data is monitored, reviewed and determines organisational action e.g. the data is used to inform actions at a Wellbeing Committee.*			
Record disclosures of mental health problems- reviewing process as currently all mental health conditions are listed together - TTC champions were asked to contribute to the review	HR Partners (Roger Morris, Jackie Chandler, Denise Burston and Kirsty Bennett)	On-going	Complete review of most appropriate way of collecting information

HR and Occupational Health contribute to Employee Wellbeing Group sharing relevant data and concerns.	Roger Morris (chair of group)	On-going	Continued attendance and input to Employee Wellbeing Group