



WELLBEING AT WORK

research and resources for
promoting positive action

Harnessing the Power of Our Communities programme
Harrogate District VCSE



WELLBEING AT WORK

FOREWORD

Funding for this project comes from the West Yorkshire and Harrogate Health and Care Partnership, via the Harnessing the Power of Our Communities programme and overseen by a Steering Group comprising North Yorkshire Clinical Commissioning Group, Harrogate Borough Council and North Yorkshire County Council. This resource forms part of a longer-term ambition to support the resilience of the voluntary, community and social enterprise (VCSE) sector in Harrogate District and seeks to:

- Have the VCSE and public sector working more collaboratively in order to support and encourage local people to live healthier lives
- Develop talent within the VCSE
- Influencing policy development and the co-design of services
- Identify gaps in provision and communicating this to partners
- Ensuring the most hard to reach people within communities are heard

The Programme in Harrogate and District is managed by Community First Yorkshire and delivered by the Strategic Leaders Group, a collective of 19 VCSE organisations.

As Chair of the Steering Group I hope you find this a valuable and useful resource.

Dr Bruce Willoughby

Chair

**Harrogate Harnessing the Power of Communities
Programme Steering Group**

THE STRATEGIC LEADERS GROUP

Dementia Forward
Harrogate and District Community Action
Carers' Resource
Harrogate and District CAB
Open Country
St Michael's Hospice
Wellspring Therapy
Age UK Knaresborough
Boroughbridge Community Care
Supporting Older People

Orb Community Arts
Ripon YMCA
Ripon Community House
Harrogate Mind
Ripon Walled Garden
Nidderdale Plus
Your Consortium Ltd
Community First Yorkshire
North Yorkshire Sport

WORKFORCE WELLBEING IN HARROGATE DISTRICT

PURPOSE

Empower leaders of the voluntary, community and social enterprise (VCSE) organisations in the Harrogate District to create strong, resilient organisations, underpinned by a healthy and well-supported workforce.

CONTEXT

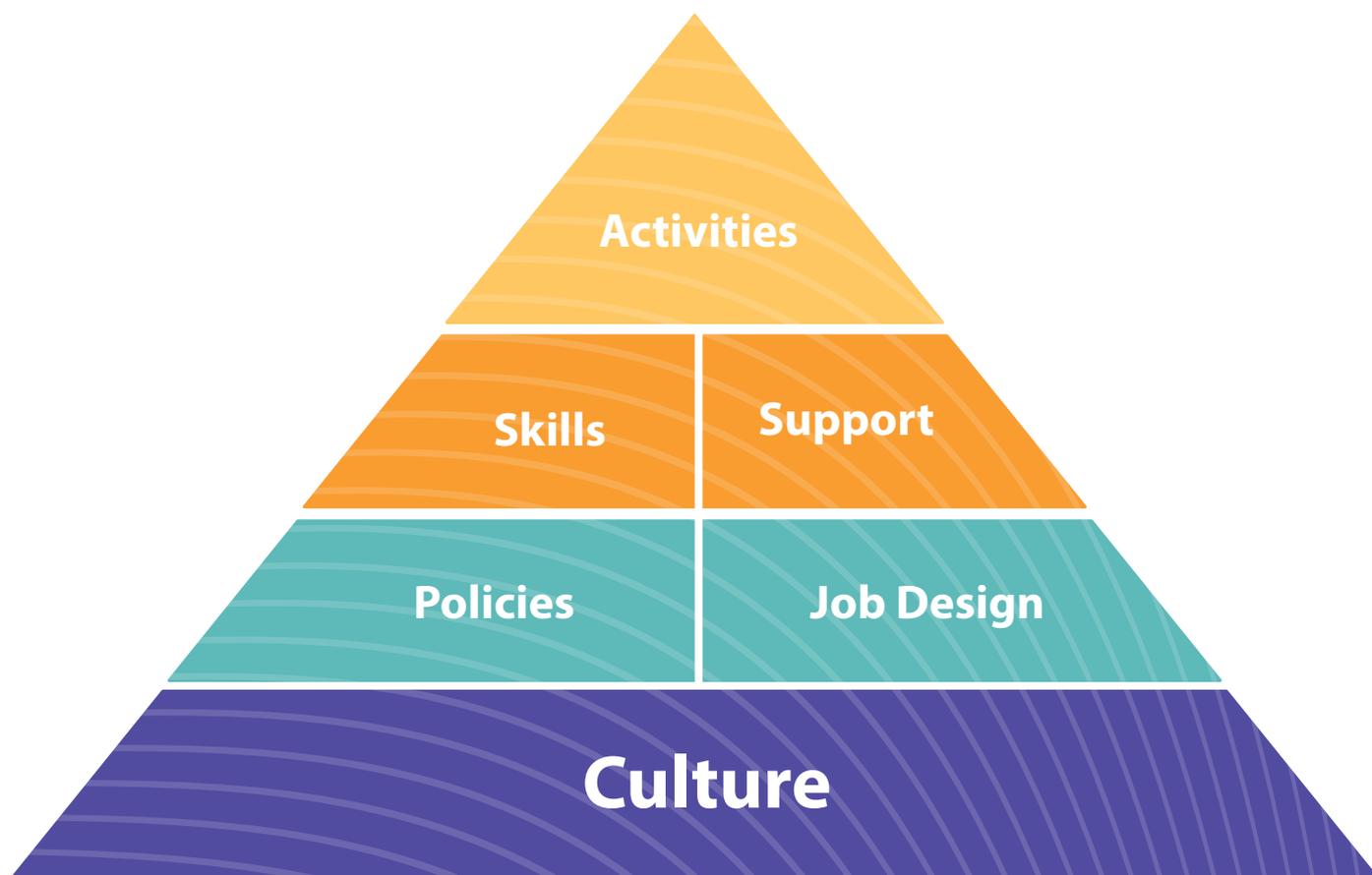
Funding for this project comes from the West Yorkshire and Harrogate Health and Care Partnership, via the Harnessing the Power of Our Communities programme. This resource forms part of a longer-term ambition to support the resilience of the voluntary, community and social enterprise (VCSE) sector in Harrogate District, with the goal of enabling the sector to take a full and equal part in the health and social care system.

The West Yorkshire and Harrogate Harnessing the Power of Communities (HPoC) programme presents a significant opportunity for the voluntary sector to build its relationship with statutory organisations in the collective effort of developing our health and social care system. The Programme in Harrogate and District is managed by Community First Yorkshire and delivered by the Strategic Leaders Group, a collective of 19 VCSE organisations.

ABOUT THIS GUIDE

This guide has been created to support VCSE leaders in the Harrogate District to support the wellbeing of their staff and volunteers. It recognises that workplace wellbeing and supporting the mental and emotional health of staff is much broader than mental health training and crisis intervention, though these have an important role to play too. Drawing on a wide range of studies and research, it identifies 6 areas that have a significant impact on wellbeing at work, presented as the Wellbeing at Work Pyramid.

For each of these building blocks, it explains why each is important for workplace wellbeing, provides a number of practical ideas about how it can be integrated into a VCSE organisation and what support resources are available in the Harrogate District to do this.



WELLBEING SURVEY 2020...

VCSE leaders in the Harrogate District were recently surveyed to find out their current approach to Workplace Wellbeing, with 20 organisations taking part. There were some interesting findings from analysing the survey results:

Staff wellbeing is considered to be highly correlated with achieving organisational objectives.

100% of survey respondents felt this was the case with 35% of respondents saying it was the single biggest factor in achieving organisational objectives, second only to staff skills, which were first for 50% of respondents. Funding/income generation was third with just 15% feeling it was the biggest factor.

VCSE organisations offer a range of enhanced employment benefits, with all respondents offering flexible working and enhanced sickness/leave and 95% providing regular supervision or appraisal for staff.

100%

of respondents considered staff wellbeing to be highly correlated with achieving organisational goals.

45%

of respondents wanted developmental support on performance management and training plans.

The main organisational development area that people would like support on are **performance management and training plans**, with 45% of respondents expressing interest in learning more about each of these.

The **biggest barriers** for implementing new policies has been **time** (45%), **knowledge** about how to implement changes (35%) and **cost** (25%).

There is a high level of knowledge about other support, training and activities that are available to support employee wellbeing. The most widely used are employee involvement in decision-making (95%) social gatherings for team members (90%) and line management training about mental health (65%).

95%

of respondents widely used employee involvement in decision making.

The areas people were most interesting in learning more about were **Employee Incentive Schemes** (60%), **line manager training in mental health** (40%) and **Employee Assistance Programmes** (35%).

The **biggest challenge** to implementing additional support, training and activities was **cost** (70%), with knowledge, concerns about quality and time all cited as barriers by 45% of respondents.

WHY IT IS IMPORTANT.

We truly believe a workplace's culture is the bedrock upon which staff wellbeing is founded. In addition, the published research shows why you should do it!

[The Global Happiness Policy Report 2018](#), commissioned by the Global Happiness Council, looked at a variety of factors to see what was most important for wellbeing in the workplace. This research paper names the number one factor in wellbeing at work as positive working relationships between employees and managers.

ACTIONS YOU CAN TAKE...

So what specifically can you do to build a good workplace culture for your team?

Staff Survey - Undertake a survey staff, or hold 1-1s, to see how they feel about their working environment, interactions with one another, etc. Use this information to highlight any areas to improve culture and look at ways to implement changes to improve how everyone feels. [Click here for information on Champion Health's online staff survey.](#)

Inspire - Lead by example as a leader and you will inspire colleagues and help with any cultural shift that might be needed. Good role-modelling behaviour ensures a culture will grow – if your culture says no checking work emails on lunch breaks then ensure you lead by example! [Click here to see an article by Charity Digital on why investing in culture matters](#)

Delegate Power - Put structures in place to delegate power over decisions through your team. When staff and volunteers have a stake in the future and destiny of the organisation they will feel positive about their future, knowing they have control over what happens to them.

Be positive and proactive about the wellbeing of staff – Having some form of open door policy for discussions shows that you genuinely care about staff wellbeing. [Click here to check out the ACAS guide on supporting staff.](#)

OTHER RESOURCES...

[The NYCC Wellbeing at Work Award](#)

This award aims to make North Yorkshire a more productive and healthier place to work.

[Mind Resources](#)

Mind offers a fantastic summary on how organisations can systematically improve their cultures towards better wellbeing and better mental health.

[Breathe HR](#)

Breathe HR offer the Breathe Culture Pledge– which organisations can sign up to, committing to put culture at the heart of the business and invest in your people.

[The York, North Yorkshire and East Riding Local Enterprise Partnership Toolkit](#)

The toolkit linked here is a practical device to help organisations support their employees with wellbeing and mental health.

POLICIES...

WHY IT IS IMPORTANT.

By having policies that promote wellbeing, you transform your culture into your code.

It means that a formal agreement is made so that all your staff have guidelines and procedures to ensure they are as happy and healthy as possible.

The John Dean Strategic HR Review noted that in 2018 “Eight in ten employers currently have no Mental Health policy”. Yet they point to previous research which showed 73 per cent of respondents said high pressure working environments were the biggest threat to wellbeing.

This research also revealed that programmes are not being “driven by the Board.” With increasing rates of stress and pressure among colleagues it is vital to have effective policy in place to protect them from mental ill health. Initiative may need to come from you, not your Board!

ACTIONS YOU CAN TAKE...

So what policy changes should I undertake?

Policy Review - Implement a review and ensure that all policies are clear, well-communicated and current. There should be clear procedures in place for management and development, so that staff feel they have a sense of direction and have clear, specific milestones to be working through and improving on. [Click here to see NCVO's guide to good policies.](#)

Values Based Recruitment - Take a values-based approach to recruitment, helping develop a team who work empathetically together have better wellbeing. This then feeds down the pyramid into your culture. By recruiting staff and volunteers who reflect your organisational values, cementing them into the workplace culture over the long term.

OTHER RESOURCES...

Mind Resources

Mind offer a range of resources , helping you to ensure your policies are inclusive of staff mental health, with a range of suggested examples including Health and Safety and policy work regarding Bullying and Harassment.

Thrive Law Resources

Thrive Law offer a range of legal support focusing on workplace wellbeing. [Click here for information on metal health in the workplace](#) and [here for other human resource support.](#)

The York, North Yorkshire and East Riding Local Enterprise Partnership Toolkit

The toolkit linked here is a practical device to help organisations with policies.

WHY IT IS IMPORTANT.

Jobs should have clear and well-thought-out specifications and descriptions. This allows you to have a whole team working in harmony, where they all know precisely what their role involves now and where it will take them in the future.

[The Global Happiness Policy Report 2018](#) says: "A job that is asking too much from an employee can lead to frustration, as can a job that is asking too little. Achieving a skills match in a particular job has a significant positive effect on how satisfied employees are with that job."

So reflecting on work and designing jobs in the right way you can help to make them promote the positivity of your staff.

ACTIONS YOU CAN TAKE...

What does a well thought through job look like?

Workload Management - Endeavour to make the workload manageable. Stress and burnout are leading factors in absenteeism and low staff morale that damage workplaces.

Variety and Change - Review tasks to ensure an even distribution of interesting and routine jobs across the team. Small changes in routine can perk people up and increase their morale. [Click here to see a relevant article by NIT.](#)

Progression - Encourage your staff team to develop skills and experience. Jobs should be designed to encourage your staff and volunteers to want to stay! This requires giving them the chance to develop new skills and progress onto new job roles and challenges. [Click here to access a blog focusing on 7 practical ways to support staff with career progression.](#)

OTHER RESOURCES...

[CIPD Resources](#)

The Chartered Institute of Personnel and Development offer valuable expertise on what to consider in job design to optimise it for all staff. They offer principles of effective job design, explain the role of job analysis, assessing job design quality and more.

They are a career partner for more than 150,000 members around the world and award Chartered status to individual HR and Learning & Development professionals.

SKILLS...

WHY IT IS IMPORTANT.

The Global Happiness Policy Report 2018 reported that improved literacy and other skills increased job performance and retention, but also reduced stress.

Making an investment in your team skill set makes sense – your team will be better able to do their work, reducing negative impacts like stress. If this upskilling can include mental health specifically it would obviously be even better!

ACTIONS YOU CAN TAKE...

How can my team's skills be developed?

Skills Audit – Undertake an audit to identify existing skills, see where gaps lie and take suggestions for other learning opportunities. The audit should include skills helpful in supporting their mental health and the mental health of those they manage or the service users they support. [Click here to access Cognology's guide to skills audits.](#)

Training Programme - Use this information to inform what training programmes you invest in, making decisions informed by what your staff truly need. [Click here to view Robert Half's insight on how to move forward with training off the back of the audit results.](#)

Staff Accreditation - Explore accreditations like Mindful Employer and Disability Confident . This can help you increase in house skills - with a particular focus on wellbeing and mental health. [Click here to see information on Disability Confident Certification.](#)

OTHER RESOURCES...

[West Yorkshire and Harrogate Health and Care Partnership](#)

Free mental health training to equip managers, supervisors and those with caring responsibilities to confidently hold supportive and compassionate mental health and wellbeing conversations.

[The Motivational Speakers Agency](#)

This agency offers talks from Emotional Intelligence and Wellbeing speakers, to inform your people of the skills needed to improve mental health.

[Mental Health first Aid Training](#)

North Yorkshire organisations delivering in Harrogate

[Wellspring](#)

[Craven College](#)

[North Yorkshire Sport](#)

[North Yorkshire Community Learning Partnership](#)

The partnership publishes training resources specifically focused on [mental health](#) and [wellbeing](#)

[Devon Partnership NHS Trust](#)

The Trust run a Mindful Employer accreditation programme and [offer contact information to get in touch about becoming a Mindful Employer here...](#)

WHY IT IS IMPORTANT.

TEDx speaker and business owner Tom Oxley explains why having support in place matters. He notes that the financial cost of not speaking about mental health is huge.

He advocates offering therapy to staff also points out that the UK Health and Safety Executive already expect employers to have conversation about wellbeing with employees – therefore it is a priority for all leaders in the sector.

ACTIONS YOU CAN TAKE...

How can I offer appropriate support to the team?

Counselling Support - Explore the range of Employee Assistance Programmes give employers a wealth of tools covering HR, legal advice, etc. Professional counselling services (often 24 hr) are included in most of them. [Health Assured outline their provision here...](#)

Peer Support - Implement a peer support, buddying or mentoring programme in your organisation, offering help to staff and volunteers where appropriate. [Mind have some useful resources here...](#)

Line Management Training - Ensure your managers are confident in offering effective support with mental health and wellbeing. [Mind also have specific resources for line managers here...](#)

OTHER RESOURCES...

[Harrogate Mind](#)

Harrogate Mind offer a telephone service for free between 8.30 and 5pm.

[NYCC Mental Health Helpline](#)

A free mental health helpline open from Monday to Thursday, 5pm to 8.30am, and Friday from 4.30pm (24 hours at the weekends, including bank holidays). They also signpost to the NY Community Learning Partnership's free online self-help course on mental health.

[The Oakdale Centre](#)

A CIC staffed by counsellors, psychologists, psychotherapists and psychiatrists that offers a large array of counselling and psychotherapy via telephone, online and video calls. Fees vary according to the particular practitioner and the service being provided. They occasionally offer low fee sessions. They provide free telephone assessments.

[NHS TEWV Community Team in Harrogate](#)

The team provide community mental health services for people aged 18 to 65 who are registered with a local general practitioner (GP) and who have mental health issues.

[Counselling Directory](#)

Listing counsellors covering the Harrogate area.

ACTIVITIES...

WHY IT IS IMPORTANT.

Wellbeing activities are a great tool to reinforce staff wellbeing, even in cases where it may already be pretty strong.

In support of this, North Yorkshire County Council mention they have “benefited from the introduction of a number of wellbeing initiatives including a healthy workplace group which promotes health campaigns and staff led activities”.

ACTIONS YOU CAN TAKE...

What examples of good wellbeing activities are available?

Staff Team Day - Have a regular staff team day, where all colleagues can share positive news, complete some development activities and enjoy some time bonding with the team away from their desks. **Check out the Perkbox link below.**

Social Calendar – Establish a calendar where the team can arrange social Zoom meet ups or any other activities they want to do, potentially outside working hours. Arranging set wellbeing activities within working hours could also be beneficial – e.g. having a weekly or monthly coffee and cake morning.

[Vertex 42 \(Excel specialists\) offer a free Excel calendar template here which can be downloaded and filled with social events for the year!](#)

OTHER RESOURCES...

Perkbox

A service which offers opportunities for wellbeing activities (including in Harrogate). It is a paid service which brings employee benefits including exclusive gym offers, a free online GP, a 24/7 employee assistance programme and stress reducing discounts.

WELLBEING AT WORK

BEFORE YOU GO...

We hope that you found this information helpful and we'd really appreciate your thoughts, comments and feedback for this 'living document'.

Please [click here](#) to send us some basic feedback - we promise it will only take a couple of minutes - and your thoughts will help us move this important work forwards.

Thanks.

Dewi Winkle

e: dewi.winkle@communityfirstyorkshire.org.uk



West Yorkshire and Harrogate
Health and Care Partnership



COMMUNITY FIRST YORKSHIRE'S LEARNING HUB:
www.communitysupportny.org.uk



**Community First
Yorkshire**