

# Human Resources and Performance Management

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# Developing a holistic framework for Human Resources

## Improving health and work – changing lives


[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/210858/hwwb-improving-health-and-work-changing-lives.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/210858/hwwb-improving-health-and-work-changing-lives.pdf)

- ▶ sets out plans to change attitudes to health and work, promote wellbeing in the workplace and help more people get into work
- ▶ The aim is to prevent people becoming injured or ill; keep people healthy in work and provide accessible support to enable people to remain in or return to work more quickly

# Performance management and wellbeing in Edinburgh

- ▶ Adopted Improving health and work – changing lives 2008 report
  - ▶ Implemented a Health and Wellbeing Strategy in 2009
  - ▶ Based on the four pillars of health
  - ▶ physical, emotional, financial and spiritual health
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# Performance management and wellbeing in Edinburgh

- ▶ Analysis of absence by causation
  - ▶ Staff engagement programme
  - ▶ Utilisation of internal skills and expertise
  - ▶ Innovative partnership arrangements
  - ▶ Root cause analysis framework
  - ▶ Marketing and promotional road shows
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# Physical Health

- ▶ Direct Access  
Physiotherapy  
Service
- ▶ Walking in the  
Workplace
- ▶ Smoking Cessation  
Classes
- ▶ Sporting Activities
- ▶ Active Travel



# Emotional Health

- ▶ Treating People with Respect (Effective Team Working)
- ▶ Bespoke Effective Team Working Interventions
- ▶ Elephant Watch
- ▶ Stress Control and Panic Attack Classes
- ▶ Individual Wellbeing Assessment – HSE Stress Management Competencies
- ▶ Critical Incident and Support Service
- ▶ Trauma Counselling
- ▶ Bespoke Counselling
- ▶ PEER Support Service

# PEER Support Service



## Support for Colleagues “I see you”

- ▶ People
- ▶ Enabling and
- ▶ Encouraging
- ▶ Recovery and Resilience

# Financial Health

Supporting financial Confidence

- ▶ Money Advice Service
- ▶ Kinship Payments
- ▶ Carers Benefits
- ▶ Debt Advice Service






# Spiritual Health


- ▶ Provision of Quiet Rooms
- ▶ Introduction to the World's Faiths
- ▶ Treating People with Respect (Cultural Awareness)
- ▶ Partnership arrangement with Edinburgh's Interfaith Association




# Linked Strategically to:

- ▶ Attendance Management
  - ▶ Code of Conduct
  - ▶ Domestic Abuse Policy
  - ▶ Carers Strategy
  - ▶ Drug and Alcohol Policy
  - ▶ Flexible Working Policy
  - ▶ Emergency Planning and Business Continuity response
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# Outcomes

- ▶ Increased attendance
  - ▶ Improved performance
  - ▶ Escalation to conflict resolution avoided
  - ▶ Stress/pressure on colleagues reduced
  - ▶ Workplace conflict reduced
  - ▶ Efficiency savings (staff recruitment & training)
  - ▶ Reputational indicators improved
  - ▶ Evidence of Duty of Care
  - ▶ Asset Management
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# Enhances performance in relation to:

- ▶ Coalition Pledges
  - ▶ Service Areas Key Performance Indicators
  - ▶ Individual Performance Indicators
  - ▶ Equality and Rights Framework
  - ▶ Investors in People
  - ▶ Customer Service Excellence
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# The business case for health and wellbeing in the workplace


- ▶ Costs estimated at £8.4 billion a year in sickness absence
- ▶ Average employee takes seven days off sick each year
- ▶ 40 per cent are for mental health problems
- ▶ 70 million lost working days a year
- ▶ one in seven directly caused by a person's work or working conditions

# Equality Act 2010

Legal duty to: make reasonable adjustments

- ▶ Change the way things are done
- ▶ Making changes to overcome barriers
- ▶ Providing extra equipment
- ▶ Evidence compliance by documenting these reasonable adjustments in terms of protected characteristics

# Cost benefit analysis

- ▶ Estimated average cost of workplace adjustments £50 per person
  - ▶ Cost of recruiting, selecting and training a replacement worker, is estimated at £11,625.
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Can you afford not to?