

# Developing & Implementing a Wellbeing Support Offer for Front Line Staff

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# Context

- Pandemic
- Continuing delivery of service
- Mass migration of staff to different working conditions
- Partner agencies working differently
- Attitude of the public
- Death and severe illness
- Staff shortages

# Our Approach

- Identify the issues
  - Surveys
  - Local information
  - Staffing data
  - Unions/staff groups
  - Direct feedback channels
- Plan of Action
  - Immediate interventions
  - Medium term action
- Implementation
- Evaluation
- Refresh

# Key themes

- Expectations from lockdown to flexible working
- Community-based workers
- Wellbeing
- Work/life balance and workload
- Connection with your team
- Technology and equipment

# Headlines: Positives

## More staff 'thriving'



36% of staff are now in the thriving persona, the largest proportion across the four survey waves.

This is principally due to a reduction in staff falling into the 'putting work first' persona

## Improved work/life balance and experience of work



Improvements are evident in the vast majority of staff groups.

This includes significant improvements for staff with children, who were identified as a group needing support in January.

## Wellbeing is now recovering



Wellbeing has improved across all measures since the low point in January, generally to around June 2020 levels

## Nearly 2/3<sup>rd</sup>s positive about their future working arrangements



For 73% of staff, expectations in respect of future working arrangements match exactly with their preference – only 3% are reporting a large discrepancy.

## Staff engaging well with opportunities for discussion



The vast majority of staff (90%) reported having participated in discussions about future working arrangements.

Those who feel that they have not had the opportunity to contribute to discussions around future working arrangements are in the minority (18%).

# Headlines: Negatives

**More than a third of staff are either 'struggling' or 'putting work first'**



19% of staff fall into the 'struggling' persona, and 16% the 'putting work first' persona

**Pressure of workload persists**



For those in 'struggling' or whose experience is worse than in January, common issues related to workload and pressure or stress. Both community workers and managers were also more likely to mention these issues.

**Managers and community workers continue to need attention**



Managers and community workers continue to return lower scores for experience of work and are more likely to fall into the 'struggling' or 'putting work first' personas

**Issues around guidance for managers on future working**



29% of managers disagree that KCC is providing them with the guidance and information that they need to make effective decisions about their team's future working arrangements

Connection is a particular concern amongst managers as well as some of the practicalities around future working, such as IT and what available workspace there will be in the office.

# Whole organisation response (1)

- Maintenance of our wellbeing offer and awareness of how to access it
  - Team based decompression, trauma support and coaching tailored to the experiences of services.
- Work with managers to clarify expectations and permissions about flexible working
  - Starting with briefing for our extended Corporate Management Teams (CMT) supporting cascade
- Work with managers to understand pressure points
  - Follow up from the flexible working round tables
  - Designing additional workshop support as required alongside management teams



# Whole organisation response (2)

- Response to workload and stress
  - CMT to review with directorate management teams
  - Promotion of tools to combat stress and support decompression
  - Promotion of all manager resources
- Response action re. community workers and with groups of staff showing lower scores
  - Review of thoughts and perceptions within management teams
  - Organisation-wide comms to promote impact of staff in Kent's communities
- Monitoring and review of the top causes of sickness absence
  - Targeted interventions in Directorate groups

# Leading through Good Conversation

Wellbeing tool - help for how you feel NOW

Our new tool has been designed to help you quickly access the help, guidance and support you need now... visit the [Your wellbeing tool](#) page on KNet or click on the image below to find out more.





# Health & Wellbeing Offer for Kent's Wider Care Market

**Penny Lawlor – Social Care Workforce Manager,  
Innovation Delivery Team KCC**

# Our Offer

- **Interactive posters for Registered Managers, Nurses & Care Workers** – provide links to financial support, techniques for reducing stress, support helplines, bereavement services etc Access the posters [here](#)

**Funded by KCC**

- **Resilience Webinars**
- **Small Group De-compression Sessions**
- **1:1 Counselling**
- **Hospice Program** – Bereavement & Challenges when Caring During Covid-19

**All funded by DoH WCF and additional sessions with NHS funding**

# Our Offer

- **NHS and Social care mental health wellbeing hub website** – joint work with NHS colleagues to provide this site for health & care workers. Workers can have access to clinical staff who support the website. Workers can ask to talk to a clinician who can provide assessment and signposting. The site also provides access to support resources.

Also, 20min webinars for managers on staff wellbeing.

<https://www.kentandmedwayccg.nhs.uk/staff-wellbeing-support>

## Funded by NHS

- **Promotion to the wider care sector, via our IDT website, on accessing free/funded H&W training [here](#)**



# Thank you!

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