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| HIGH LIFE HIGHLAND  REPORT TO BOARD OF DIRECTORS  27 August 2020 | AGENDA ITEM REPORT No HLH /20 |

## **HEALTH AND WELLBEING UPDATE - Report by Chief Executive**

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| **Summary** The purpose of this report is to provide the six-monthly update on progress made on implementing the Health and Wellbeing Plan (2019–2024). The report also provides an update on the work undertaken which has focussed on employee and participant health and wellbeing during the Covid-19 outbreak and in the context of recovery.  It is recommended Directors note the report and comment on any salient point. |

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| **1.** | **Business Plan Contribution** |
| 1.1 | This report supports the highlighted Business Outcomes from the High Life Highland (HLH) Business Plan:  1. Sustain a high standard of health and safety, and environmental performance  2. Implement the Service Delivery Contract with THC  **3. Improving customer engagement and satisfaction**  **4. Improving staff engagement and satisfaction**  **5. Enhance the positive charity image**  **6. Be a trusted and effective partner**  **7. Achieve sustainable growth across the organisation**  **8. Develop health and wellbeing across Highland communities**  **9. Develop and promote the High Life brand** |
| **2.** | **Background** |
| 2.1  2.2  2.3 | HLH has much to offer communities in relation to health and wellbeing outcomes and the Health and Wellbeing Plan (2019–2024) articulates how HLH will support people in Highland to improve and/or sustain their health and wellbeing.  The actual and potential impact of HLH’s work on the health and wellbeing of people in Highland communities is immense and it is recognised that some focus on key priorities is required to enable HLH to have some tangible impact and be able to evidence interventions that have improved care outcomes for participants.  Since HLH was established the Charity has worked closely with NHS Highland’s (NHSH) Health Improvement and Operational Unit teams to enable and encourage healthy lifestyle choices for individuals and communities through delivering a wide range of interventions, projects and programmes. |
| **3.** | **Health and Wellbeing Plan (2019–24) outcomes** |
| 3.1 | The intended outcomes from the HLH health and wellbeing plan are:   1. people can look after and improve their own health and wellbeing and live in good health for longer; and 2. Health and wellbeing is core to all HLH services. |
| **4.** | **Outputs** |
| 4.1 | To enable and encourage healthy lifestyle choices for individuals and communities through delivering a wide range of interventions, opportunities, projects and programmes which contribute to the Health Board’s objectives and priorities around people, quality and care and taking account of some of the health indicators for Highland, the following key priority outputs for HLH’s health and wellbeing activities have been identified: |
|  | 1. Falls prevention; 2. Cardiac rehabilitation; 3. Move More; 4. You Time; 5. Type II diabetes and physical activity; 6. Physiotherapy in leisure centres; and 7. Embedding health and wellbeing in all HLH services. |
| 4.2 | Good progress in delivering the priorities listed above has been made, with most work plan areas reporting Green in the RAG rating for Q4 in 2019/20. Due to the Covid-19 pandemic progress against some of the areas was paused in Q1 of 2020/21. The progress against the actions for each of the priorities listed above can be found at **Appendix A.** |
| **5.** | **Delivering the plan during the pandemic** |
| 5.1 | In response to the Covid-19 outbreak HLH has remained committed to providing support for the most vulnerable participants where possible and the lockdown requirements created an opportunity to move some programmes online and also to offer a remote service by telephone and email. This has involved over two hundred and sixty participants from across the Highland area. |
| **6.** | **Move More during Covid-19 lockdown and recovery** |
| 6.1  6.2  6.3 | Since 2018 High Life Highland have been delivering the Move More programme through funding from Macmillan Cancer Support to help people affected by cancer to be active.  Taking part in physical activity before, during and after cancer treatment can play a huge part in enabling people affected by cancer to take back control. A growing body of evidence also shows that being active can play a vital role in helping to prevent a recurrence of cancer, slow disease progression as well as reducing the side effects and consequences of cancer treatment, such as fatigue and depression.  The usual Move More programme provides 12 sessions of free activity with support available over a 12-month period for anyone who has had a cancer diagnosis. People affected by cancer can also take along a family member or friend. The programme is open for people who are currently going through treatment, living with advanced cancer, recently diagnosed or currently in remission. |
| 6.4  6.5 | In response to Covid-19 the Move More team continues to be supported by Macmillan Cancer Support and have remained committed to providing opportunities for people affected by cancer to become or remain physically active, as much as is possible and safe.  The team are in regular contact with all people registered in the Move More programme, offering support and links to information to help keep well during this time. Move More volunteers are developing the Gentle Movement classes to offer online as well as weekly ‘coffee catch-ups’ for people to get together for social interaction. |
| 6.6 | In addition to this twice per week online classes are offered using Facebook Live and to date have been viewed over 12,000 times. The team are also developing a range of interactive exercise classes to meet different interests including strength and balance; flexibility and cardio sessions. |
| **7.** | **Cardiac Rehabilitation during Covid-19 lockdown and recovery** |
| 7.1  7.2  7.3  7.4  7.5 | During the lockdown support to cardiac rehabilitation participants has involved a personal contact by phone and email from HLH specialist exercise instructors to help participants to keep well, by providing specifically tailored information such as how to exercise safely at home, as well as how to access resources on topics like how to eat well and how to modify risk factors.  The interventions were planned in consultation with and supported by colleagues in NHS Highland. It is well understood that if people can keep active it can significantly improve functional capacity, fitness and quality of life as well as reducing the risk of ill health, disease recurrence, deterioration of condition, risk of falling and even acute hospital admissions whilst also helping to manage symptoms. Keeping connected is important too as some people are finding the situation with Covid-19 lockdown difficult and staying in touch is vital.  Following discussion with NHS Highland, and securing funding, the delivery of cardiac rehabilitation classes for cardiac patients is now being planned online moving to a mix of online and face-to-face (if/when COVID-19 restrictions allow in future months).  The classes will provide an improved pathway towards physical activity and self-management for people from across Highland who will be able to access a new online offering, through a partnership between HLH, the Highland Heartbeat Centre and NHS Highland.  It is proposed as an initial one year pilot programme, during this time an evaluation process will be undertaken, with an emphasis on drawing out self-reported health benefits to patients. Discussions are taking place with the University of the Highlands and Islands regarding support for the evaluation process. |
| **8** | **Employee health and wellbeing during Covid-19 and recovery** |
| 8.1  8.2  8.3  8.4 | To outline HLH’s commitment to supporting employees during Covid-19 and the recovery phase a delivery plan was written (see **Appendix B**).  The plan content was generated following consultation and review with the HLH COVID-19 Working Group, Extended (Quarterly) Management Team and the Executive Team through the weekly business meeting. Feedback on the Plan is provided at each Recovery Action Plan meeting.  The plan relates to staff who have been furloughed as well as those who have not been furloughed and outlines the activities, tasks, milestones, progress indicators and responsible persons for implementation to ensure that HLH Staff Health and Wellbeing is facilitated, supported and enabled during the period whilst the organisation continues to manage its response to and the effects of the COVID-19 outbreak.  The objective and intended outcome of the plan is to facilitate positive health and wellbeing of HLH Staff during the coronavirus outbreak. Three themes are covered in the plan:  1. Information Sharing  2. Engagement and Activities  3. Recovery |
| **9.** | **Activities/Tasks** |
| 9.1 | The activities and tasks within the plan are wide ranging and can be viewed in **Appendix B.** Good progress in delivering the plan has been made, with all work plan areas reporting Green in the RAG rating. |
| **10.** | **Mental health** |
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| 10.1  10.2  10.3  10.4 | It has become better known and understood that just as individuals have physical health they also have mental health too. It is equally important that time is taken to look after both physical and mental health and wellbeing.  The plan takes account that some employees might feel worried or stressed about coronavirus and how it may be affecting their life and their loved ones. Acknowledging there are things the organisation can do to look after staff mental and physical wellbeing, which can help to cope with feelings of anxiousness or worry can be helpful for some.  The plan also acknowledges that if staff are struggling with mental health, it’s okay to say that and finding a trusted person to speak to and share those feelings with can help. Employees are encouraged, if they’re worried about someone, or even if not, to reach out to friends, family and colleagues who you might not be seeing, ask them if they’re okay, and have a chat.  A couple of examples of the how the plan is being implemented are outlined below. |
| **11.** | **“Your health and wellbeing”** |
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| 11.1  11.2 | Within the staff health and wellbeing website a section called “Your Health and Wellbeing” has been created. This section of the website focusses purely on providing staff with useful information, from reliable and verified sources, to support their mental and physical health and wellbeing. It is regularly updated and employees are encouraged to contribute to the content by sharing helpful information that they have found personally beneficial which may also benefit others.  The content of the “Your Health and Wellbeing” section of the website includes the following topics:   * Wellbeing Assessment Tool * Food and Nutrition * Five Ways to Wellbeing * Clear Your Head Campaign * Fun activities for the wee ones @ home * Are You Feeling Anxious? * Look after your sleep * Building your wellbeing and resilience * Working from home tips (COVID 19) * Physical Activity * Resources and support for mental health and wellbeing |
| **12.** | **HLH Huddles** |
| 12.1  12.2  12.3 | Weekly Staff Health and Wellbeing sessions called HLH Huddles have been offered since mid-May 2020. HLH Huddles are intended to be for all staff (furloughed and not furloughed) to participate in during this time.  The concept is simple – each week there are different activities/topics for staff to join in with that will support and facilitate their health and wellbeing by engaging in informal and fun activities with colleagues as form of support.  The Huddles are being facilitated by staff volunteers who have enthusiasm for their topic and a desire to share with colleagues.  The programme has included:   1. Support to look after your mental health and wellbeing 2. Learn with Lorna from archives service 3. Virtual Book Group with Joolz from library service 4. Guitar and Ukulele lessons with Mike from music service 5. Exercise with Jennifer from leisure 6. Food and nutrition with Chloe from Move More |
| 12.4 | To date there have been sixty-six attendances at the Huddles from staff across all services in HLH. On the face of it, this may seem low in terms of the resource commitment offered by the Charity. However, the “huddles” have proved a valuable resource for some staff (particularly those on furlough leave) who otherwise may have been experiencing personal social isolation or loneliness throughout the lockdown period; which could potentially be exacerbated by their non-attendance to their workplace. |
| **13.**  13.1  13.2  13.3  13.4 | **Implications**  Resource Implications – there are no new resource implications arising from the recommendations of this report.  Legal Implications – there are no new legal implications arising from the recommendations of this report.  Equality Implications – there are no new equality implications arising from the recommendations of this report.  Risk Implications – there are no new risks arising from the recommendations of this report. |

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| **Recommendation** It is recommended Directors note the report and comment on any salient point. |

Designation: Chief Executive

Date: 18 August 2020

**Appendix A – HLH Health and Wellbeing Plan (2019-24): areas of work and actions**

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| **Area of work** | **Action** | **Update** | **Timescale** | **RAG Rating Q4 19/20** | **RAG Rating**  **Q1 20/21** |
| Falls Prevention Exercise | General   1. Promote the HLH falls prevention exercise offering in NHSH and beyond 2. Support the development of appropriate outcome measures to demonstrate impact of people attending HLH falls prevention classes 3. Support the development of appropriate education material and resources for HLH specialist instructors to use in falls prevention exercise classes on wider risk factors for falls 4. Build links between health and HLH staff to ensure more people are supported to attend HLH classes 5. Develop appropriate evaluation and reporting mechanisms for demonstrating impact and outcomes of the programme 6. Liaise with ICT team to co-ordinate the development of regular statistics to demonstrate participation numbers at falls prevention exercise classes 7. Ascertain where there is a demand for falls prevention exercise and work with leisure facilities to support them to meet the demand | New guidance has implemented to further support operational teams to implement and embed falls prevention exercise programmes into leisure facility adult fitness timetables.  Exploring options with NHS Highland regarding ongoing monitoring of impact of the programme.  HLH remains an active member of the NHS Falls Steering Group (due to Covid-19 no Falls Steering Group meetings have taken place)  During the pandemic instructors have maintained support for falls exercise clients via regular ‘phone and email contact and offering a range of resources to support clients to exercise safely at home | By Apr 2020  Sept 2020  Ongoing  During lockdown phases | G  G  G  N/A | N/A  G  N/A  G |
| Provide support to the facilities team in order they can ensure   1. Effective and safe implementation of falls prevention exercise programmes in the following locations:  * Leisure centres * Day care facilities * Hospital settings * Care homes * Other community settings (e.g. village halls)  1. Appropriate training is available for instructors to deliver classes | A plan for quality checks for falls prevention exercise classes has been created and the first quality checks have been successfully completed (the checks have been paused during Covid-19 lockdown) | By Apr 2020 | G | N/A |
| Cardiac Rehabilitation | General   1. Maintain and strengthen links between HLH and NHSH specialist cardiology and cardiac rehabilitation teams 2. Promote the HLH cardiac rehabilitation offering in NHSH and beyond 3. Look for opportunities to extend the HLH cardiac rehabilitation offering to other locations 4. Liaise with ICT team to co-ordinate the development of regular statistics to demonstrate participation numbers and KPI’s for SLA’s at cardiac rehab classes | HLH has been awarded funding from NHS to develop online cardiac rehab classes for people from across Highland to access  HLH had secured funding from NHS Highland to deliver new Cardiac Rehab classes in Raigmore Hospital. Due to the Covid-19 pandemic NHSH is allowing HLH to redirect this funding to deliver on-line classes | Jul 2020 – Jun 2021  Jul 2020 – Jun 2021 | N/A  N/A | G  G |
| Lochaber (Phase III only)  Provide support to the facilities team in order they can ensure:   1. Health Professionals have access to Lochaber Leisure Centre to run weekly Phase III cardiac rehab classes as per local agreement 2. Health Professionals have the opportunity to issue Phase III patients with High Life cards if they are suitable for exercising in the facility out-with the Phase III classes 3. Opportunities for patients to transition to HLH led Phase IV cardiac rehab classes as per East Ross and Inverness model are developed 4. Appropriate recording mechanism for reporting on attendance numbers at Phase III classes and numbers that transition to HLH services (Phase IV or general High Life usage) 5. Compliance with GDPR and Data Sharing Protocols 6. Good links with NHSH specialist team(s): Lochaber and Raigmore Hospital 7. Regular meetings with HLH staff involved in Cardiac Rehab to ensure knowledge exchange, learning opportunities and sharing of best practice etc | Lochaber Leisure Centre had one instructor trained in Cardiac Rehab. A plan for implementing a new class was underway – this has been paused due to Covid-19 lockdown  NHSH Nurse is utilising HLH facilities by assessing people who have had a cardiac event in their suitability for exercise then signposting them to Lochaber Leisure Centre, where appropriate – this has been paused due to Covid-19 lockdown | Apr 2020 – Mar 2021 (subject to funding)  Apr 2021 | G  G | N/A  N/A |
| East Ross (Phase IV only)  Provide support to the facilities team in order they can ensure:   1. Phase IV classes continue to run in East Ross 2. Location of classes remains flexible to meet the demand 3. The agreed referral pathway from Secondary Care into Phase IV is maintained 4. Development of referral pathway from Primary Care into Phase IV is undertaken 5. Compliance with GDPR and Data Sharing Protocols 6. Support for specialist instructors to undertake CPD 7. Good links with NHSH specialist team(s): Ross Memorial Hospital and Raigmore Hospital 8. Regular meetings with HLH staff involved in Cardiac Rehab to ensure knowledge exchange, learning opportunities and sharing of best practice etc | Additional classes have been delivered in Dingwall and Alness to meet the increase in demand (Invergordon class had reached capacity) – this has been paused due to Covid-19 lockdown | Sep 2019 – Mar 2020 | G | N/A |
| Inverness (Phase III and Phase IV)  Provide support to the facilities team in order they can ensure:   1. Phase IV classes continue to run in Inverness 2. Location of classes remains flexible to meet demand 3. The agreed referral pathway from Secondary Care into Phase IV is maintained 4. Development of referral pathway from Primary Care into Phase IV is undertaken 5. Compliance with GDPR and Data Sharing Protocol 6. Support for specialist exercise instructors to undertake CPD 7. Good links with NHSH specialist team at Raigmore Hospital 8. Regular meetings with HLH staff involved in Cardiac Rehab to ensure knowledge exchange, learning opportunities and sharing of best practice etc | Turnover in staff led to need for more instructors to be trained and systems to be developed to ensure long term instructor cover  Regular meetings and communications have been maintained between clinical team in NHSH and HLH staff. | By Apr 2020  Ongoing | G  G | N/A  G |
| Caithness (Phase III only)  Provide support to the facilities team in order they can ensure:   1. Successful implementation of Service Level Agreement between HLH and NHSH in Caithness 2. Health Professionals have access to Thurso Leisure Centre and East Caithness Community Centre (Wick) to run weekly Phase III cardiac rehab classes as per local agreement; 3. Health Professionals have the opportunity to issue Phase III patients with High Life cards if they are suitable for exercising in the facility out-with the Phase III classes; 4. Opportunities for patients to transition to HLH led Phase IV cardiac rehab classes as per East Ross and Inverness model are developed; 5. Appropriate recording mechanism for reporting on attendance numbers at Phase III classes and numbers that transition to HLH services (Phase IV or general High Life usage); 6. Compliance with GDPR and Data Sharing Protocols; 7. Good links with NHSH specialist team(s): Caithness General and Dunbar Hospitals; 8. Regular meetings with HLH staff involved in Cardiac Rehab to ensure knowledge exchange, learning opportunities and sharing of best practice etc | The SLA between HLH and NHSH has been renewed for a 3-year arrangement.  Thurso Leisure Centre and East Caithness Community Centre have had instructors (3 in total) trained in Cardiac Rehab. A plan for implementing a new class was underway – now paused due to Covid-19 lockdown. | Nov 2019 - Oct 2022  Apr 2020 – Mar 2021 (subject to funding) | G  G | G  N/A |
| Move More (physical activity for people affected by cancer) | 1. Line manage the work of the Macmillan Project Development Officer to achieve the stated project objectives 2. Provide feedback to Macmillan as required 3. Work with the Macmillan Project Development Officer to develop a sustainable physical activity offering for the company for people affected by cancer 4. Line manage the work of the Macmillan Project Development Officer and liaise with relevant HLH teams (e.g. Finance, ICT, Business Support, Marketing and Communications) to deliver the funding contract requirements: 5. Project governance and legacy 6. Recruitment 7. Payments 8. Arrangements and support for the project 9. Cover for absence 10. Handling of donations 11. Monitoring and reporting requirements 12. Reviews of the service 13. Issues arising from service reviews 14. Complaints handling 15. Using Macmillan badges and signage 16. Marketing and promotional activities 17. Publicity and contact with the media 18. Changes to the project 19. Intellectual property | Total of 65 referrals to the programme so far (42 referrals between Sept 19 – Feb 20). During Covid-19 lockdown there have been no new referrals.  People affected by cancer are being triaged to various activities including:   * Walking group * Macmillan specific classes * 7 session passes for use in HLH facilities * Pedometer * Home based workout   During Covid-19 lockdown the project has delivered online activities including classes with over 10,000 views | Project ends Mar 2021  Project ends Mar 2021  Project ends Mar 2021 | G  G  N/A | N/A  N/A  G |
| You Time (older adults programme) | General   1. Promote the HLH You Time programme in NHSH and beyond 2. Support the development of appropriate outcome measures to demonstrate impact of people attending You Time 3. Support the development of appropriate promotional material for You Time 4. Build links between health and HLH staff to ensure more people are supported to attend HLH classes 5. Develop appropriate evaluation and reporting mechanisms for demonstrating impact and outcomes of the programme 6. Liaise with ICT team to co-ordinate the development of regular statistics to demonstrate participation numbers activities 7. Ascertain where there is a demand for activities and work with leisure facilities, libraries and archives services to support them to meet the demand   Provide support to the libraries, archives and facilities teams in order they can ensure   1. Effective and safe implementation of activities in HLH facilities (libraries, archives, leisure and others) 2. A broad range of activities are available to cater for a range of abilities and interests 3. Appropriate training is available for instructors to deliver classes | Work has been undertaken to ensure all older adults’ activities are closely monitored and evaluated.  Key stats below for Q4 2019/20 not available due to furloughed staff  Due to Covid-19 lockdown the You Time programme has been paused by HLH | Review in Apr 2020  Review in Q3 2020/21  Review in line with Government Route Map for re-opening facilities | G  N/A  N/A | N/A  G  G |
| Type II Diabetes and Physical Activity | 1. Facilitate discussions between HLH and NHSH and UHI regarding pilot study to support people with Type 2 diabetes to become physically active or to participate in structured exercise 2. Provide support to leisure facilities team in order they can ensure effective and safe implementation of the study intervention 3. Review opportunities for further intervention(s) for people with Type 2 Diabetes following initial pilot study | HLH has supported UHI to recruit 25 volunteers to the Type II Diabetes Study.  HLH has facilitated engagement in the study of 9 exercise instructors.  Due to Covid-19 lockdown the study has been paused by UHI | Participant recruitment ends Mar 2020  Project due to end Oct 2020 | G  G  N/A | N/A  N/A  N/A |
| Physiotherapy in Leisure Centre | 1. Monitor and review existing projects/programmes in HLH facilities 2. Identify potential new projects/programmes that could relocate to HLH facilities | HLH is piloting a project with Physiotherapists in Tain, to provide a pathway to HLH services following referral from Physiotherapy.  73 people have been referred to the programme by NHS Physios.  40% of those referred have participated  10% of those referred by NHS have become regular facility users.  In discussion with NHS Highland colleagues regarding roll out to Inverness.  Due to Covid-19 lockdown this programme has been paused by HLH | Apr 2021 | G | N/A |
| Embedding Health and Wellbeing in HLH Services | 1. Support all HLH’s 9 services to deliver on the new business objective to “Develop health and wellbeing across the community” 2. All HLH services required to include health and wellbeing projects in all operational plans 3. Work with Head of Service and HLH Health and Wellbeing Group to agree mechanism for reporting on how each services are delivering on the new business objective “Develop health and wellbeing across the community” 4. Make training available to staff on health and wellbeing | Green Health Events project is progressing, led by the Sport and Outdoors team. Due to Covid-19 the project has been reshaped, with approval from external funders  Change Minds Project (paused due to C-19) – partnership with the Archive service, Norfolk Archives, the Restoration Trust and NHS Highland. To support people that have accessed mental health services to improve their wellbeing.  SQA Health and Wellbeing (paused due to C-19) – pilot in 2019 saw 8 young people in Inverness secure the award. Adult Learning and Youth services seeking to roll out qualification offering to 15 young people as part of employability award with Mid-Ross Community Partnership.  Health Screening Programmes Awareness - Libraries have been supporting NHS Highland to raise awareness of screening programmes in Bowel, Breast and Cervical Cancer as well as Abdominal Aortic Aneurysm | Due to complete Oct 2020  Jul 2020 – Jul 2021 (subject to successful funding bid)  Pilot due to complete Jun 2021  Apr 2020 | G  G  G  G | G  N/A  N/A  N/A |

**Appendix B – Employee Health and Wellbeing Plan During Covid-19**

This plan relates to employees who are furloughed as well as those who are not furloughed, it outlines the activities, tasks, milestones, progress indicators and responsible persons for implementation to ensure that HLH Staff Health and Wellbeing is facilitated, supported and enabled during the period whilst the organisation continues to manage its response to and the effects of the COVID-19 outbreak.

Three themes are covered in this plan: 1. Information Sharing 2. Engagement and Activities 3. Recovery

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| **Objective (impact)** | **Theme** | **Activity/Tasks** | **Milestones** | **Timescale** | **Progress Indicators** | **Lead** | **Support** | **Status** | **Blockers** |
| Positive health and wellbeing of HLH Staff during C-19 outbreak | 1 | Introduce section for regular updates on employee health and wellbeing website | New section created and maintained | 30.03.20 onwards | * Website updated and maintained | AJ | LB  QMT | G | None |
| 1 | Make sure managers are clear on any relevant policies and processes, for example sickness reporting and sick pay, homeworking and death in service policy. | Updates from Scottish and UK Governments, Occ. Health and Unions | 30.03.20 onwards | * Quality (over quantity) of updates given * Emails and SPOR information given * Feedback from teams on content | MM | LB  QMT | G | None |
| 1 | Provide content and links to key information for staff from validated, reliable sources on employee health and wellbeing website | Minimum weekly updates | 30.03.20 onwards | * Quality (over quantity) of updates given * Variety of updates given * Website viewing figures * Feedback from teams | LB | AJ  QMT | G | None |
| 1 | Keep in mind anyone who may be shielding or vulnerable due to a pre-existing health condition, or disability, age, or pregnancy, and be aware of the additional duties as an employer to these specific groups of employees. | Updates from Scottish and UK Governments, Occ. Health and Unions | 30.03.20 onwards | * Daily monitoring of information released in general media to the general-public and from partner organisations | LB | MM  QMT | G | None |
| **Theme** | **Activity/Tasks** | **Milestones** | **Timescale** | **Progress Indicators** | **Lead** | **Support** | **Status** | **Blockers** |
| 1 | Ensure Line Managers are supported and provided with relevant and up-to-date resources to maintain regular contact with teams | Aid Memoirs created  Ask/check with Managers re support req | 30.03.20 onwards | * Quality (over quantity) of resources developed * Feedback from Managers * Feedback from team(s) | LB | MM  QMT | G | None |
| 1 | Review and redesign information from partner orgs for relevance and sharing with HLH staff on staff health and wellbeing website | Contact with partner orgs for info sharing | 30.03.20 onwards | * Quality (over quantity) of sources reviewed & issued * No. of views on website of information given | LB | QMT | G | None |
| 2 | Ensure staff are supported and in regular contact with Senior Management Team member or Line Manager | Timescale and process to be agreed w/ op teams | 30.03.20 onwards | * Number of contacts made * Feedback from Managers * Feedback from team(s) | All Line Managers | QMT | G | None |
| 2 | More focused “welfare” call followed-up by HR Manager, HWB Manager or Director of Corporate Services when requested | Triggered by Line Managers (inc, temp Line Managers) | 30.03.20 onwards | * Number of requests made * Number of follow-up calls made * Feedback from Managers and staff | MM | LB  QMT | G | None |
| 2 | Enable staff participation in health and wellbeing activities e.g. motivational staff challenges | New challenges established | 30.03.20 onwards | * Number of activities * Type of activities | LB | QMT | G | None |
| 2 | Facilitate specific opportunities for employees to take care of their mental health and wellbeing | Info provided on SPOR and through Line Managers (inc. temp Line Managers) | 30.03.20 onwards until more normal service resumes | * Quality (over quantity) of sources provided * Use of validated tools and sources only | LB | QMT | G | None |
| **Theme** | **Activity/Tasks** | **Milestones** | **Timescale** | **Progress Indicators** | **Lead** | **Support** | **Status** | **Blockers** |
| 2 | Facilitate specific opportunities for employees to take care of their physical health and wellbeing | Information provided on Single Point of Reference and through Line Managers (inc. temp Line Managers) | 30.03.20 onwards until more normal service resumes | * Quality (over quantity) of sources provided * Use of validated tools and sources only | LB | QMT | G | None |
| 3 | Business continuity and pressure on remaining staff – if some people are taking on additional responsibilities to bridge gaps, make sure they feel appreciated and this is for a relatively short time | Regularly communicate how much everyone’s contribution is valued  Monitor expectations/workloads/work-life balance | 30.03.20 onwards until more normal service resumes | * Regular phone or Skype catch-ups with team members from Managers * Statement/update from CEO through SPOR | All Line Managers | QMT | G | None |
| 3 | Be prepared to adjust resourcing plans accordingly (based on virus spread, heightened infection risk and furlough status) | Updates from Scottish and UK Governments | 30.03.20 onwards until more normal service resumes | * Daily monitoring of information released in general media to the general public * Daily monitoring of information released by partner organisations | LB | QMT | G | None |
| 3 | Be prepared for staff returning to work and customers returning to buildings. Ask staff if they have any concerns about returning | Updates from Scottish and UK Governments | 17.04.20 onwards | * Daily monitoring of information released from both Governments | LB | MM  QMT | G | None |

# Appendix C – HLH employee information on returning to the workplace (following Covid-19 lockdown), July 2020

HLH is acutely aware of the impact on the health and wellbeing of employees resulting from lockdown and as we move to the recovery phase out of lockdown.

As part of the Recovery Action Plan for High Life Highland (HLH), all employees have been given the opportunity to share their views about returning to the workplace or returning to work following furlough. Employees views are highly valued and very important to HLH and have been gathered through surveys and focus groups. The following common themes emerged from the surveys and focus groups:

* Safe working environment
* Flexibility (e.g. working from home when appropriate) & caring responsibilities
* Information desired about when employees can expect to return to work
* Communication about and opportunity to contribute to plans for resuming services

Some information on each of the common themes can be found below. If you have any specific concerns or queries, please speak with your line manager in the first instance and if that is not possible please contact: [covid.19@highlifehighland.com](mailto:covid.19@highlifehighland.com).

Safe Working Environment

Some employees have highlighted a desire for reassurances on having a safe working environment to return to. As we move out of lockdown, in line with the Scottish Government route map, all HLH services are developing specific plans, led by Simon Swanson, Corporate Programme Manager, along with each service manager, to ensure the workplace is made safe and secure for employees and customers to return to. The plans ensure that the workplace environment complies with the current government guidance, putting the safety of employees and customers firmly at the centre enabling HLH to *bounce****back*** to as near normal as we can. You will be contacted by your line manager or a member of the management team when information about your specific place of work is available.

Flexibility and caring responsibilities

Balancing caring and non-work responsibilities with work has been highlighted by some employees. It is acknowledged, by HLH, that flexible working allows employees to take on caring responsibilities without having to give up work. During the pandemic, where employees may be caring for children (due to changes to school timetables), taking on caring responsibilities for vulnerable people, and attempting to balance competing needs and adapt to uncertain circumstances, allowing flexibility will allow employees to keep working while balancing these new demands. It is an evolving picture and HLH will endeavour to continue to offer flexible working arrangements, where possible, as outlined in the HLH flexible working policy.

Information about when employees can expect to return to work

Some employees, who are furloughed, have expressed they would like more information about when they can expect to return to work. Due to the constantly changing situation it is very difficult to give definitive dates for most job roles which are currently furloughed in HLH. Please be assured the recovery plans are well underway as HLH begins to look at reopening public sites and services with a phased approach. There is a significant amount of work taking place to make plans and prepare workplaces for the safe return of our staff and customers and start the *bounce****back*** to as near normal as we can.

Communication and opportunities to contribute to plans for services

Communication will continue to be made with all employees via email (including personal email addresses where they have been provided), contact from line managers (where possible, acknowledging many line managers are currently furloughed) and through the employee health and wellbeing website: <https://staff.highlifehighland.com/> (password: HLHstaff). Please note the most recent Recovery Plan update is available on the employee health and wellbeing website including latest information and details of the current known programme for re-opening. Service leads and line managers will be in touch with you in due course and when it is possible/feasible in line with the Scottish Government route map to discuss the specific details for your area of work.

If you have any further queries please get in touch with your line manager in the first instance or if not possible please email: [covid.19@highlifehighland.com](mailto:covid.19@highlifehighland.com) and someone will get in touch with you as soon as possible.