

Wellbeing Action Plan 2024 - 2029

Name	Wellbeing Action Plan		
Duration:	2024 - 2029		
Relevant strategies:	People Strategy		
Owner:	People and HR- Link to the 5 ways of wellbeing Connect, Be active, Take Notice, Learn, Give		
Corporate Plan: We aim to -			
Implementation date:	April 2024	Review date:	
Completed actions:			

Action : 1	Kick off activities				
Objectives (if applicable):					
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
1.1	Benchmark good practice in wellbeing - Year 1	July 2024	Dec 2024	The organisation will be able to measure themselves against how well we are doing against other organisations	Elle McPhun
1.2	Link all wellbeing projects and plans to the survey results – Year 1	May 2024	September 2024	Looking for the Wellbeing questions to show an improvement in the next staff survey	Nadia Baddoo
1.3	In collaboration with EEDI/H&S / Diversity Networks and draw up a plan for the lunch and learn sessions, collaborating with DN's to promote joined unity. Prioritise the delivery – Year 1	5 th August 2024	Complete	Produce a prioritised list of suitable webinars and awareness sessions planned until March 2025	Nadia Baddoo / Elle / All
1.4	Implement a monthly meeting of Occupational Health, Health, and Safety, EEDI (Equality, Equity, Diversity, and Inclusion) and Wellbeing team,	6 th August 2024	On-going	Viable outcomes from meetings that will feed into the overall	All

Wellbeing Action Plan 2024 - 2029

Action : 1		Kick off activities			
Objectives (if applicable):					
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
	inviting other stakeholders as and when required – Year 1			priorities of wellbeing and belonging theme	
1.5	Sharing of appropriate data across the HR/H&S/OC to identify future themes and target areas to enable focus of resources and prioritise Year 1	6 th August 2024	On going		All
1.6	Agree Wellbeing and belonging KPI targets going forward	September 2024		To be determined	

Wellbeing Action Plan 2024 - 2029

Action: 2		Stress risk assessment – Take notice and learn			
Objectives (if applicable):					
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
2.1	Complete a tabletop exercise of stress risk assessment across the organisation Year 2	April 2025	April 2026	To be confirmed by H&S	Director H&S/L&OD
2.2	Feed any outcomes of the exercise to the group to discuss and consider actions Year 3			To be confirmed by H&S	
2.3	Create Lunchtime learnings for Introduce / Meet the Department/Team - may be in person, may be online. Year 2-3			Meet and greets as part of My Belonging – so that people can learn what each team or department in the Corporation does	All

Wellbeing Action Plan 2024 - 2029

Action: 3		Volunteering			
Objectives (if applicable):		<p>Deliver a high-impact volunteering programme supporting key success indicators within the People Strategy and the Corporate Plan.</p> <p>Key volunteering outcomes:</p> <ol style="list-style-type: none"> 1) Volunteers benefit from meaningful volunteering activities <ul style="list-style-type: none"> - Volunteering improves people’s wellbeing and sense of belonging - Volunteering supports people’s personal and professional growth 2) Volunteers are supported, valued, and recognised for their contribution <ul style="list-style-type: none"> - Volunteers have good access to opportunities, including those addressing sustainability, climate change, and EEDI issues - Volunteers are supported by good volunteering practices and systems - Volunteers feel valued and respected 3) COLC, external organisations and stakeholders benefit from volunteering <ul style="list-style-type: none"> - COLC Employee engagement in volunteering increases - The impact of external volunteers on COLC operations is quantified and recognised - COLC departments and external organisations and stakeholders benefit from COLC employee volunteers <p>* Volunteers refers to both COLC employee volunteers and external volunteers who support COLC’s work</p>			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
3.1	Develop a robust 3-year funding strategy for the delivery of a high impact COLC volunteering programme.	August 2024	March 2025	Strategy and paper submitted to SLT (Senior Leadership Team) and necessary committees.	Kaye Saxton-Lea Karen Mangan
3.2	Evaluate the effectiveness of the LEAP employee volunteering programme and ensure requirements and resources in place for re-opening in Autumn 2024.	July 2024	September 2024	A range of Individual and team volunteering opportunities brokered with volunteer-involving organisations and brokers. Updates made to the Thrive CSR platform to improve user experience. Communications strategy developed in partnership with internal comms team, and assets updated/produced.	

Wellbeing Action Plan 2024 - 2029

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Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
3.3	Promote and manage the LEAP programme to facilitate meaningful individual and team volunteering activities.	September 2024	July 2027	<p>LEAP feedback questionnaire – Volunteering contributes to ‘personal and professional growth’ and ‘sense of mental, physical or social wellbeing’ – minimum average score of 4/5.</p> <p>A range of diverse individual and team volunteering opportunities are offered through LEAP.</p>	Karen Mangan

Wellbeing Action Plan 2024 - 2029

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Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
				<p>Increase in no. of employee volunteer registrations / hours on previous year data</p> <p>Increase np. of volunteer champions</p> <p>Employee survey – increase in employee engagement</p> <p>External volunteer feedback metrics TBC</p>	

Wellbeing Action Plan 2024 - 2029

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Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
3.4	Run a data capture initiative to determine engagement and appetite for volunteering inside and outside of the LEAP programme.	September 2025	November 2024	A min of 100 surveys completed through digital and in-person activities	Karen Mangan
3.5	Use feedback and evaluative data/information to ensure accessibility and continual improvement of LEAP, including: <ul style="list-style-type: none"> • Identifying high impact volunteering opportunities supportive key People Strategy themes and Corporate Plan outcomes e.g. sustainability, climate action and EEDI. 	July 2024 July 2024	On-going Ongoing	LEAP feedback questionnaire – Volunteering contributes to ‘personal and professional growth’ and ‘sense of mental, physical or social wellbeing’ - minimum average score of 4/5	Karen Mangan

Wellbeing Action Plan 2024 - 2029

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Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
	<ul style="list-style-type: none"> • Reviewing and improving processes for capturing employee volunteering data. • Reviewing the employee volunteering policy to include out of hours volunteering. • Scoping inclusion of a volunteering module within the ERP programme. 	Jan 2025	Mar 2025	Reduction in administrative resource required for reporting activities	
		Jan 2025	July 2027	Increase in no. of employee volunteer registrations / hours on previous year data	
		July 2025	TBC	Volunteering is costed into and planned for as a module in the ERP Phase 2, ensuring efficiencies of cost, resource, and process, for both internal and external volunteering.	

Wellbeing Action Plan 2024 - 2029

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Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
	<ul style="list-style-type: none"> • Reviewing effectiveness of the Thrive CSR volunteering platform and determining continuation/development 	Jan 2025	Mar 2025	Evaluation complete and options developed for roll out in August 2025.	
3.6	Recruit, train, and engage a new cohort of Royal Event Supporters to support Operation London Bridge and other appropriate volunteering initiatives e.g. Lord Mayor’s Show.	November	March 2027	<p>A min of 35 staff recruited and trained by March 2025.</p> <p>90% positive feedback on training and recruitment processes</p>	Karen Mangan

Wellbeing Action Plan 2024 - 2029

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Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
3.7	<p>Re-establish the Volunteer Working Group comprised of volunteer managers from COLC departments to understand the impact of current volunteering initiatives and identify projects/resources required to implement the <i>Guidance for Managing External Volunteers</i>. Projects to include</p> <ul style="list-style-type: none"> • sharing of best practice and upskilling of volunteer managers through VWG meetings • review of volunteer data capture and management systems 	<p>July 2024</p> <p>September 2024</p> <p>September 2024</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Dec 2024</p>	<p>100% of employee involving departments are represented on the Volunteer Working Group</p> <p>3-4 meetings held annually. 80% attendance at all meetings.</p> <p>A consistent approach to data capture and management is developed and implemented</p>	Karen Mangan

Wellbeing Action Plan 2024 - 2029

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Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
	<ul style="list-style-type: none"> • development of metrics and case studies to show the impact of external volunteering on COLC and its stakeholders 	Mar 2025	Dec 2025	A case study is produced for each department outlining the positive impact of external volunteering on operations	
	<ul style="list-style-type: none"> • scoping of a volunteering module within ERP and potential implementation of a COLC-wide volunteer CRM. 	TBC		Volunteering is costed into and planned for as a module in the ERP Phase 2, ensuring efficiencies of cost, resource, and process, for	
	<ul style="list-style-type: none"> • Engaging volunteers in the annual Lord Mayor’s Volunteer Reception. 	June 2025	June 2027	Each volunteer involving department has access to invite volunteers to the annual reception	

Wellbeing Action Plan 2024 - 2029

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Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
	Develop, launch and content manage the COLCs external facing volunteer pages, providing a coherent and accessible window to volunteering opportunities at COLC and promoting the benefits of volunteering.	Jan 2025	July 2025	Increase in webpage visitors Increase in volunteering enquiries	Karen Mangan

Wellbeing Action Plan 2024 - 2029

Action: 4		Mental health First Aiders - Connect & Give			
Objectives (if applicable):					
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
4.1	Update the MHFA (Mental Health First Aider) register and analysis of the departmental gaps - Year 1	April 2024	Sept 2024	Aware of numbers of first aiders and where the gaps in the first aiders are in each department	Kate Noon
4.2	Recruit and train MHFA's where gaps and areas of concern are highlighted	Sept 2024	On-going	Greater cover of MHFA's in areas where more support is needed	Kate Noon
4.3	Continue to run refresher training for MHFA who as the requirement to be trained every three years Year 1	August 2024	On-going	MHFA will be up to date with training and feel confident to continue in their practice	Kate Noon
4.4	Deliver a programme of Mental health Awareness workshops across the organisation, aimed at all people managers Year 1 & 2	April 2024	On-going	Number of managers attending the training will be better equipped to support staff around any mental health issues	Kate Noon
4.5	Support the training of a second Mental Health First Aider trainer Year 2	October 2024	March 2025	Aid delivery of the programme to staff	KSL
4.6	Research and implement suicide awareness training for relevant department	Sept 2024	On-going	Staff who work and come across individuals who attempt suicides or found deceased will be better able to respond and understand how to seek the relevant support for the individuals and themselves	
4.7	Continue to develop the MHFA network – CPD (Continuing Professional Development) training, network meetings Year 2	April 2025	Ongoing	Staff will be better equipped to support staff in matters around mental health and wellbeing	
4.8	Collect and analysis data on MHFA to enable better understanding of impact and trends around MHFA interventions	April 2025	Ongoing	Detailed analysis on impact will support better training and support of employees	

Wellbeing Action Plan 2024 - 2029

Action: 5		Annual staff survey - Take notice & learn			
Objectives (if applicable):					
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
5.1	Collate corporate and departmental action plans from the 2024 staff survey and publish actions undertaken and quick wins	July 2024		Benchmark against previous survey where possible Collate and publish quick wins Share across departments	Nadia Baddoo
5.2	Take an update paper to CSC committee in November to update on People Strategy	September 2024	Nov 2024	Paper published with actions undertaken	
5.3	Review and publish “you said we did articles from the various dept	Sept 2024	Ongoing	Regular articles to inform staff will be highlighted 2025 staff survey will see an increase in belief in action %	
5.4	Review questions and plan 2025 staff survey with milestones and timelines	Dec 2024	Mar 2025	Ensure future benchmarking is maintained for future surveys	
5.5	Plan 2025 staff survey for rollout	Spring 2025			

Wellbeing Action Plan 2024 - 2029

Action: 6		Promote effective people management, with line managers holding regular conversations about health and well-being with their employees			
Objectives (if applicable):		Equip line managers to have conversations about wellbeing			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
				•	
6.2	Continue to deliver Management Development Programme to line managers Evaluating impact and outcomes Year 1	April 2024	Ongoing	Managers will have a better understanding of processes Managers will hold wellbeing conversations in one to one Managers will understand the signs of stress in an individual	Nicholas Georgiou
6.3	<i>Research and develop a set of management standards that will include core values and behaviours Year 2</i>	April 2025	March 2026	<i>To be determined</i>	
6.4	Review induction process for line managers and implement the new process to capture all their responsibilities around HR (Human Resources), Occ Health, H&S and wellbeing Year 2	October 2024	April 2025	To be determined year 2	

Wellbeing Action Plan 2024 - 2029

Action: 7		Lunch and Learn Programme			
Objectives (if applicable):		Improve the mental and physical wellbeing of our workforce / remove barriers that prevent employees with health conditions or impairments from achieving their potential			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
7.1	Design a series of Lunch and Learn programmes covering lifestyle, environmental, social mental health, leadership to support Wellbeing and ensure accessibility to all programme	September 2024	Ongoing	Build awareness for all employees on wellbeing and mental health issues	All
7.2	<p>A programme of events to be developed that could support psychological safety and wellbeing under any of the following categories:</p> <p>Health: Physical health, physical safety, and mental health</p> <p>Good work: working environment, good line management, work demands, autonomy, communication, pay and reward</p> <p>Values and principles: Leadership, ethical standards, inclusion, and diversity</p> <p>Collective and Social: Employee voice, positive relationships</p> <p>Personal Growth: Career Development, emotional, lifelong learning, creativity</p> <p>Good lifestyle choices: Physical activity, healthy eating</p> <p>Financial wellbeing: Pay and benefits, retirement planning, employee financial support</p>	September 2024	Ongoing	<p>A calendar of events will be available for all employees to access</p> <p>Awareness and understanding of employees around their retirement planning and financial planning</p>	
		April 2024	Ongoing		

Wellbeing Action Plan 2024 - 2029

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Objectives (if applicable):		Improve the mental and physical wellbeing of our workforce / remove barriers that prevent employees with health conditions or impairments from achieving their potential			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
7.3	Introduce the Big Sing programme pilot	September	December	Numbers joining the choir	Elle McPhun
7.4	Venue and marketing	August 2024	September		
7.5					

Wellbeing Action Plan 2024 - 2029

Action: 8		Provide good working conditions and promote healthy behaviours including healthy eating and active lifestyles – Be active & Take notice			
Objectives (if applicable):		Support and maintain a safe and healthy working environment / Encourage and support our employees to develop and maintain a healthy lifestyle			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
8.1	Develop and implement a wellbeing communications plan (promoting healthier lifestyles linked to national campaigns where appropriate) linked to COLSACC and Lunch and learns	September 2024	On-going	Effective communication plan with programme of promotion Attendance figures Wellbeing score will improve Retention of staff Survey engagement score will increase Sickness absence figures will decrease	Wellbeing team
8.2	Hold regular awareness sessions on health and wellbeing and lifestyle choices and issues, agree a calendar of events with Wellbeing, H&S and EEDI stakeholders E.G menopause, cancer awareness, Men's health,	September	Ongoing	A calendar of events will be in place covering relevant and priority topics	
8.3	Link with COLSACC and marketing all physical activities	September 2024	Ongoing	Closer alignment and collaboration with COLSACC	
8.4	Continue to promote EAP (Employee Assistance Programme) service Review current provider and contract		Ongoing		?

Wellbeing Action Plan 2024 - 2029

8.5	Promote business as usual courses that support wellbeing Financial planning Pensions Resilience Stress Beating burnout Neurodiversity	Link to 8.1	Ongoing	Numbers will increase on events Wellbeing score will rise Sickness absence decline	L&OD team
8.6	Introduce a time to talk initiative Year 2/3				
8.7	Review if NHS health checks can be offered year 2/3				
8.8					
8.9					

Wellbeing Action Plan 2024 - 2029

Action: 9		Wellbeing Champions - Give & learn			
Objectives (if applicable):					
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
8.1	Review the wellbeing champions list, ensure an effective network of support for all wellbeing, MHFA and volunteer champions	September 2024	On-going	List will be up to date and fresher on the intranet	Elle McPhun
8.2	Define and develop the role of the wellbeing champions and review how they link to MHFA's Hold workshops to establish how the role will adapt going forward	Sept 2024	December 2024	A role description for the wellbeing champions will be in place Training on specific topics will be in place	Wellbeing team
8.3	Design and roll out a development programme for the wellbeing champions	October 2024	On-going	A programme will be rolled out from Jan 2025	

Wellbeing Action Plan 2024 - 2029

Action:10		City Corporation Stay connected employee alumni - Give & learn			
Objectives (if applicable):					
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
8.1	Research and design employee alumni offer What are other employers offering in this space	April 2025	September 2025	An alumni meeting and sharing knowledge	Elle McPhun
8.2	Roll out what the alumni offer September 2025 onwards	Sept 2024	Ongoing		Elle McPhun
8.3	Plan a programme of events	July 2025	On-going		