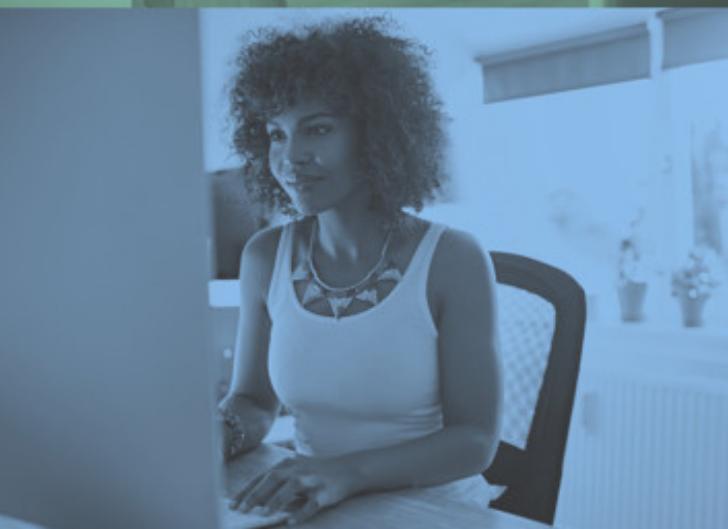
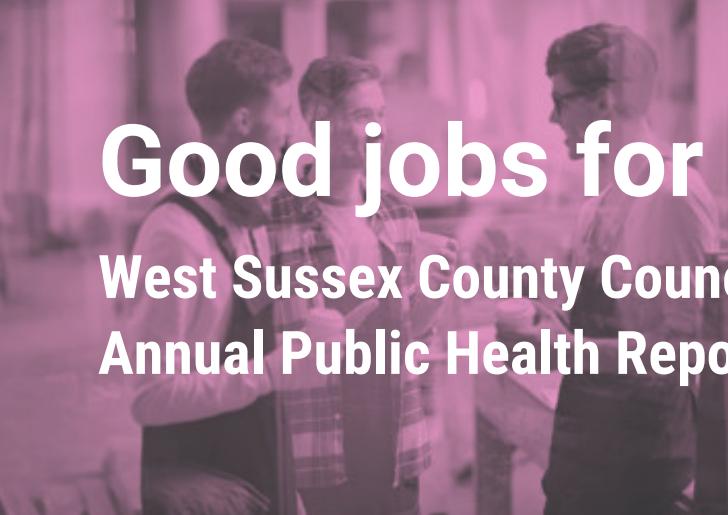


Good jobs for good health

West Sussex County Council

Annual Public Health Report 2019/20



west
sussex
county
council

Foreword



I am delighted to be introducing this year's public health report which is on the theme of work and health. Many of our council members have come into local politics from business backgrounds and will recognise the importance of having a healthy and happy workforce. Healthy staff makes good business sense. It is estimated that every £1 spent on workplace health programmes returns between £2 and £10 in savings. However, more importantly, helping staff to stay healthy as well as improve their health at work is the right thing to do.

At the County Council we have had a responsibility to improve the health and wellbeing of our residents for a number of years now and the workplace is an important setting to help that happen, not only in the many extensive workplaces we have in the county but in every workplace. However, all workplaces could do more and I include the County Council in this. We need to be leading by example, together with our district and borough partners and our friends in the NHS, as we are some of the biggest public sector employers in the area. We have a crucial role to play in setting the standards we expect from others, making sure we have policies, procedures and crucially, practices in place, not only to protect people from harm but to enable and support our staff to be healthy at work in a whole host of ways – being more active rather than sitting down all day, having a choice of healthy food, taking regular breaks as well as experiencing good relationships with colleagues and managers. At the County Council, we need to be leading by example not only as an organisation, but also as individuals. I know that I and many members are already taking steps (in my case – literally!) to model what it might mean to be healthy at work by aiming for (and often exceeding) 10,000 steps a day. With 'sitting as the new smoking', increasing our daily walking can have major health benefits and, if we can encourage people out of their cars, it will have huge crossover with other council priorities such as sustainability and the environment.

I am continually proud of the work that Public Health have been doing to embed health in all our policies and look forward to us working together to improve the everyday lives of all West Sussex residents.

Amanda Jupp
Cabinet Member for Adults and Health
West Sussex County Council

Introduction



This year's independent annual public health report focuses on one of the most important factors influencing health: our working lives. Whether we work, the type of work we do and the conditions in which we work contribute a great deal to our health and wellbeing, both positively and negatively.

We are fortunate to have high employment in much of our County, with more than 80% of working age adults working. This report highlights the work that is being done locally to support further job creation, through our growth deals and our Place strategies, as well as the progress we are making with national priorities to encourage young people to aspire to good jobs.

Inequalities in work and health

Our report also highlights some of the challenges faced in today's workplaces. These include challenges to our mental health and wellbeing, as well as some of the inequalities that we see in the workplace, particularly in terms of the gap in employment we see for those with learning disabilities and mental health problems who are in work, and who are not.

The report makes a number of recommendations for the County Council and partners 'anchor' organisations to improve health in the workplace, not least that the organisations work together to become the 'exemplars' for healthy workplaces.

Anna Raleigh
Director of Public Health
West Sussex County Council

Acknowledgements

Special thanks to the Annual Public Health Report steering group, led by Jenny Hacker, comprising of Chloe Barnett, Dan Barritt, Kate Birrell, Tamsin Cornwall, and Matthew Dorey.

We would also like to thank the following people for their support in producing this report: Kate Bailey, Sarah Bennets, Andrew Bishop, Tony Bough, Carolyn Carr, Jacqueline Clay, Sue Coldham, Mary D'Arcy, Nik Demetriades, Martin Farrell, Tina Favier, Lucy Gambrill, Mark Greening, Rebecca Griffiths, Lisa Hickman, Richard Lamplough, Lisa Loveman, Daniel MacIntyre, Lisa Mobbs, Claire Neylon, Marie Ovenden, Danny Pell, Alexandra Price, Steve Sawyer, Rebecca Tonks, Laura Vallance, Peter Waters and to all staff within West Sussex Wellbeing, our partnership with the District and Borough Councils of West Sussex.

The relationship between work and health

Key messages

Healthy workplaces are good for the economy

- Investing in healthy workplaces makes good business sense and is good for the economy.

Being in employment is good for health

- 'Good' jobs give us an income, social contact, a role, and a purpose in life.

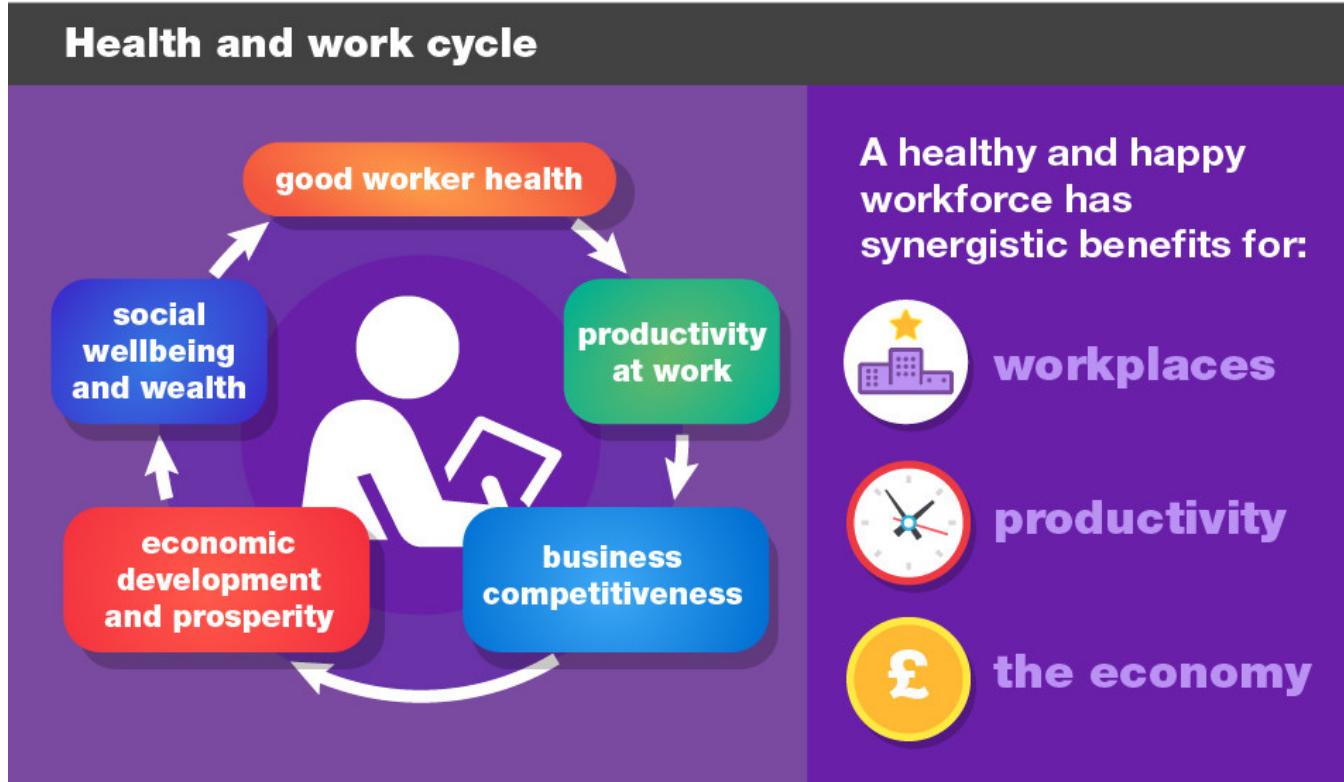
However, not all jobs are good for health

- Some working environments can, for example, have low levels of job control, a lack of organisational fairness and a high effort-reward imbalance. These may contribute to poor health.

Employers have a responsibility to help make the workplace a healthier, happier place

- Many are already making efforts to improve the health of their staff.
- This report highlights a number of local case studies to showcase this work. However, we could all do more to build healthier workplaces ensure all our policies and procedures support and encourage good health.

Healthy workplaces are good for the economy



Every pound spent on workplace health returns between £2 and £10 in savings

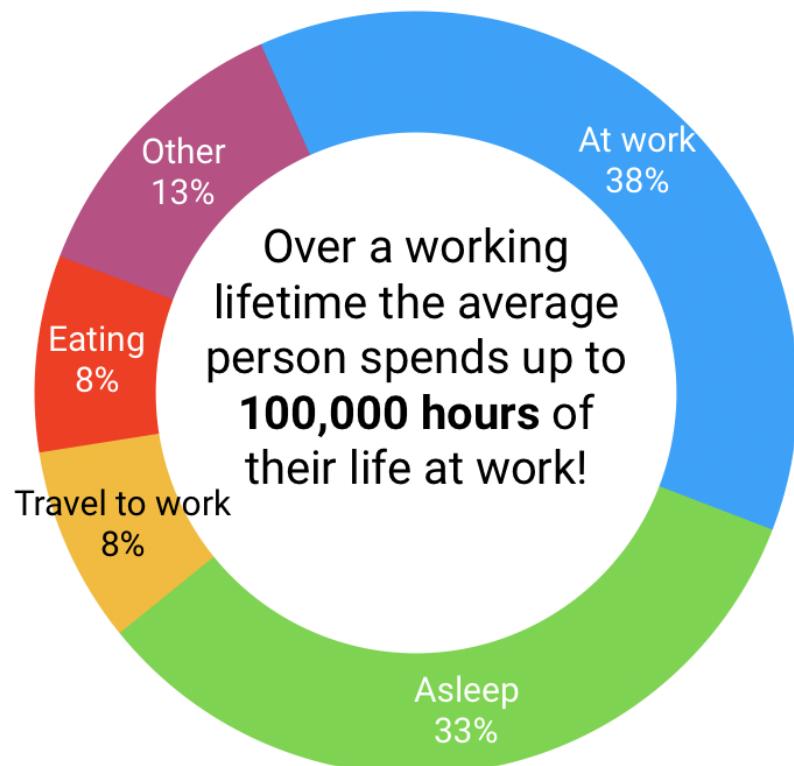
The King's Fund

An unhealthy workforce negatively impacts our economy and society due to:

- lost productivity
- a reduction in income tax receipts
- increases in long-term sickness
- increased informal caregiving
- increased healthcare costs

Employment is good for health

We spend nearly half our lives at work or travelling to work. This makes work a crucial aspect of our lives and an important influence on our physical and mental health.



Our calculation assumes a 7.5 hour working day between the ages of 16 and 67, and two hours per day for travel.
Source: West Sussex PHSRU, 2019

Employment is one of the key factors influencing our health. Having a job gives us an identity as well as an income. For many of us, it is an important source of social interaction.

Work can also give us meaning and status, provide structure to our day, and be enjoyable!

Not working, particularly for any length of time, can be detrimental to health, both physically and mentally: long term unemployment has been linked to suicide, particularly in men.



Not all jobs are good for health

Having noted the close relationship between being in employment and good health, it is important to state that not all work is beneficial to health. There are aspects of our modern working lives that can damage or even worsen our health. **Shift work**, for example, has been associated with adverse health outcomes, with shift workers more likely to report general ill-health, have a higher body mass index and increased incidence of chronic diseases such as diabetes. Research also shows that **low paid and highly stressful work** can be associated with poorer health outcomes than not having a job at all. In addition, technological changes have created an 'always available' culture which means many never switch off from work. This section will consider the changing nature of work and how this contributing – positively or negatively - to our health.

The changing nature of work

One of the main changes has been that the workplace has become a much safer place to be. There has been a **long term decline in the rate of deaths in the workplace over the last forty years**. Deaths in the workplace still occur: Britain experienced 92 in 2018/19 - but these are thankfully rare, due to legislation governing health and safety at work.

Another major change has been the **ageing of the workforce**. In the 1820s, children as young as five were a key part of the workforce, and half the workforce were under the age of 20. Legislative changes eventually protected children from exploitation in the workforce, and two hundred years later, one third of the workforce are over 50. Nationally, there has been an increase in the employment rate over 50 for males and females since 1999, in part due to the increase in state pension age for women.

An ageing workforce has much to offer employers, with older workers offering maturity and experience, of life as well as work. However, as we age, our needs change: as we might expect, age has the strongest association with ill health. Research by the DWP shows that while many older people (around 36%) leave work to take early retirement, a large proportion (21%) also leave the workforce early due to ill health.

One in three employees experience some form of long term health condition without ever discussing it with their employer.

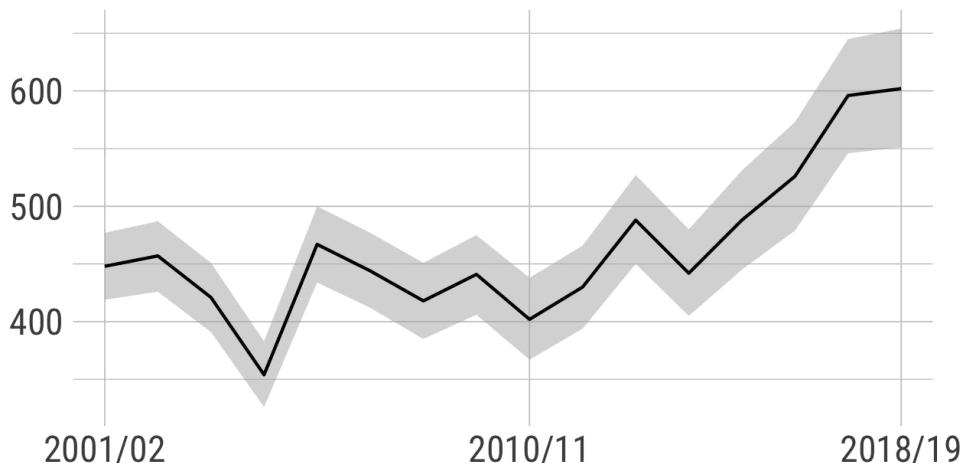


Source: PHE

Mental health in the workplace

In today's workplace, the two main reasons for sickness absence are **musculoskeletal problems** (28.2 million workdays lost in England in 2018) and **mental health conditions** such as stress, depression and anxiety (14.3 million workdays lost in England in 2018). Another 34.3 million days were lost due to minor illnesses and injuries.

Self-reported stress, anxiety and depression.



Source: Labour Force Survey

The graph shows the estimated prevalence (thousands) of self-reported work-related stress, anxiety and depression in Great Britain between 2001 and 2019. It has been steadily rising since 2010/11. Comparable prevalence for musculoskeletal problems has remained broadly flat over the same time period.

Frequently feeling stressed at work can exacerbate underlying mental health problems, and leave individuals vulnerable to developing mental health problems. Stress can also lead to physical health conditions.

Achieving a good work/life balance is essential to minimise the impact of stress in the workplace. This includes taking frequent breaks, using holiday entitlements, building strong relationships with colleagues and nurturing relationships and activities outside of work to prevent work from becoming the 'only thing' in life.

Individuals need to be supported to achieve the above by their employers. Employers have a legal duty to assess the levels of risk to their staff and this includes psychological risks. Where a risk is identified, steps must be taken to remove it or reduce it as far as reasonably practicable.

Nationally, one in six employees experience mental health problems in the workplace.



Source: PHE

Zero hours contracts

What are zero hours contracts?

Zero hours contracts, or casual contracts, allow employers to hire staff with no guarantee of work. Employees work only when needed by employers, often at short notice. Pay depends on the number of hours worked. Some zero-hours contracts require workers to take the shifts offered, others do not. Sick pay is often not included, although holiday pay should be, in line with working time regulations.

Zero hours contracts are attractive to employers operating in an uncertain market as they allow employers to hire staff with no guarantee of work. However, they can also offer benefits to employees who need a flexibility often unavailable in other contracts. This flexibility might be needed to fit work around caring responsibilities or to continue education. People close to retirement and not requiring a guaranteed income may prefer these arrangements.

However, the lack of guaranteed hours characterised by zero hours introduces a degree of economic vulnerability that limits people's ability to plan for the future and access housing. Homelessness charity Centrepoint reports that some landlords view potential tenants on zero hours contracts as 'worse than being on benefits' due to the lack of a guaranteed income.

Our estimates suggest that there could be as many as **10,000 people on zero hours contracts in West Sussex**.

Zero hours contracts

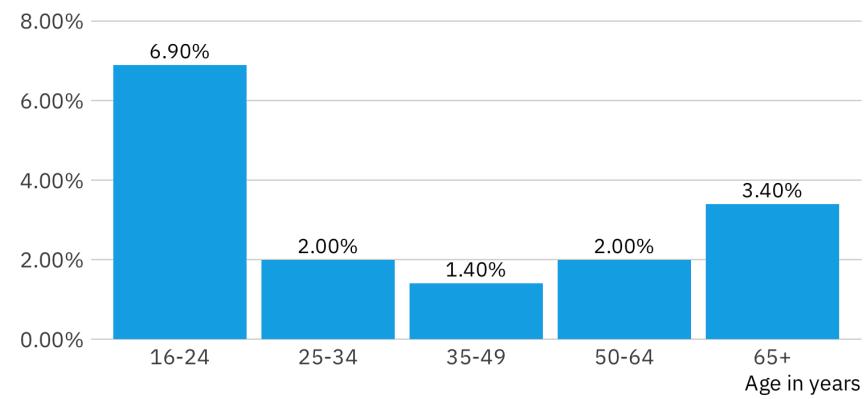
Percentage of people in employment who are on a zero hours contract, aged 16 and over, United Kingdom



Source: ONS, 2019

Share of employees on zero hours contracts

United Kingdom, April 2018 to June 2018, by age group



Source: ONS, 2019

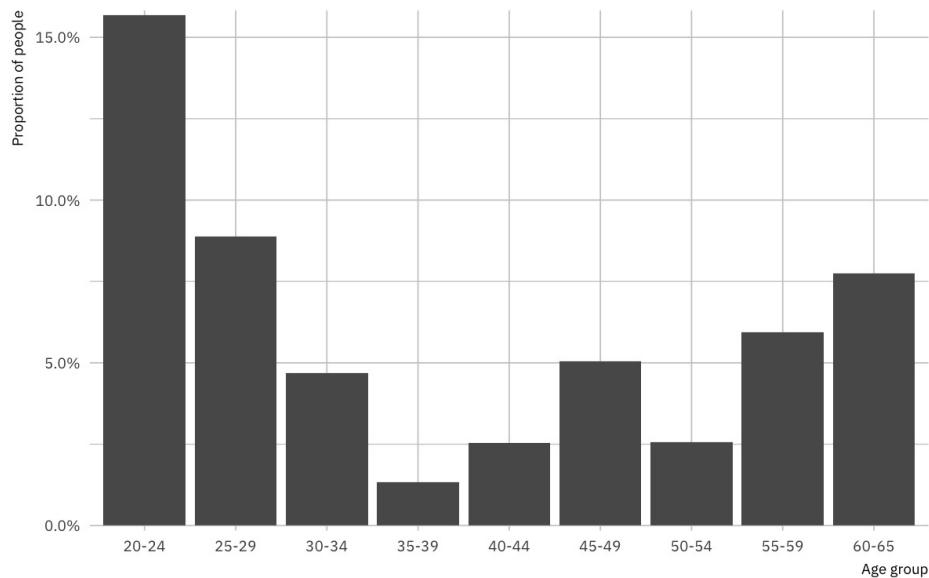
Zero hours contracts are most common for young people and women. A third of those on zero hours contracts say they want more hours. Those most likely to offer zero hours contracts are large employers, the hotel and leisure industry, and the health and education sectors.

The digital workplace and automation

Work is undergoing a digital revolution. While computers and smartphones make aspects of our work easier, they also contribute to a culture in which workers are under pressure to always be available. The long term impact of these changes to working patterns on employees physical and mental health are only just starting to be understood.

Young people are more at risk of job automation

Proportion of people at high risk of automation, by age, 2017

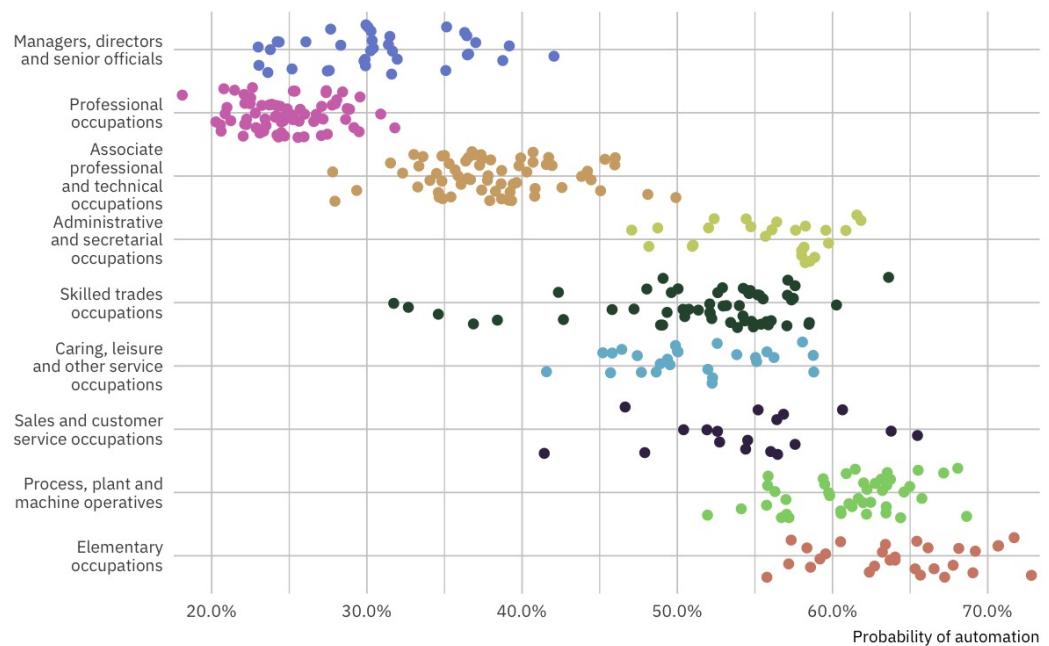


Source: ONS, 2017

Meanwhile moves toward automation continue. Whilst automation has the potential to remove some of the more mundane aspects of work, this only represents progress if this work is replaced by other forms of employment for less skilled labour. **The latest research from the ONS suggests that around 7% of jobs are at risk of automation and that 70.2% of the roles at high risk of automation are currently held by women.** Young people and those working part time are also more at risk of job automation.

Probability of automation by major sectors

Each point represents a job grouping within that sector



Source: ONS, March 2019

The role of employers

Employers have a key role to play in supporting our health at work and in making work a healthier, happier place. We have seen that this makes good business sense.

The case studies in the next section of this report show that many employers, in both the public and the private sector, recognise this. Many are already taking action to acknowledge the health and wellbeing needs of their staff in some way.



Work and health in West Sussex

Key messages

West Sussex is a good place to live and work

- The county has many assets and is close to London, the coast and rural areas. Employment is above average for the country and region and rising and there are five year growth deals with each of the districts and boroughs. There are a number of large major employers as well as many 'anchor' public sector employers offering a range of job opportunities in the county.

However, West Sussex has a number of challenges in relation to employment and workplace health

- The vast majority of businesses in the county (85%) employ less than ten staff, and self-employment is also high. Both present challenges for workplace health interventions.
- Many jobs with our major employers are 'low value' compared to those in neighbouring Surrey, and jobs in some of our dominant sectors are at risk from automation.
- Some areas in West Sussex are considered 'cold spots in terms of social mobility.'
- West Sussex does not compare well in terms of the employment of vulnerable adults, such as those with learning disabilities.

A good place to live and work

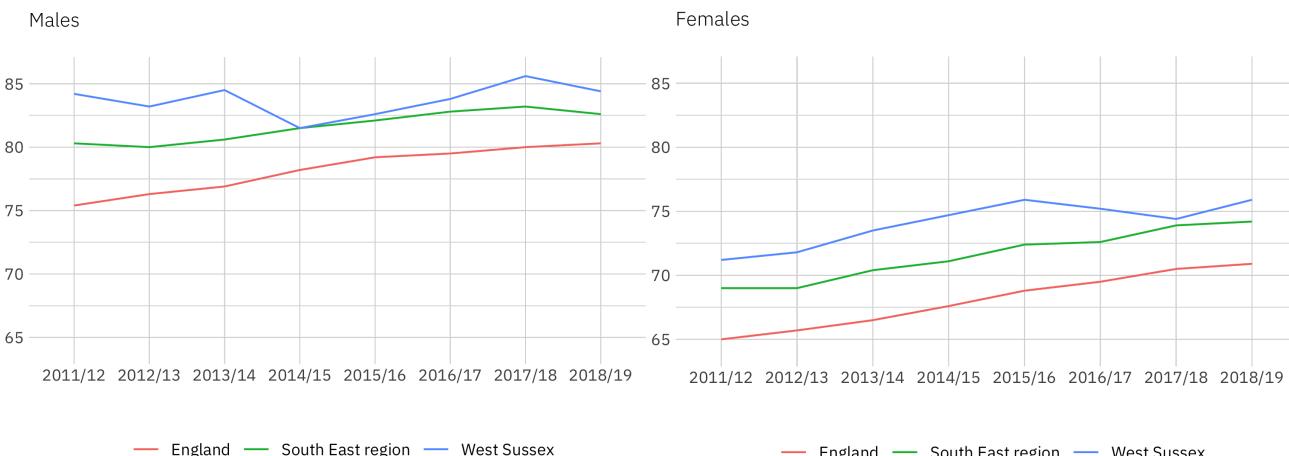
West Sussex is a good place to live. The region has sought-after cultural assets and areas of outstanding natural beauty. There is easy access to the coast, rural areas, and London. Proximity to London with its higher wage jobs means there is much churn out of the County every day. This has an impact on the ability of employers in the county to recruit and retain staff, particularly in the North of the County, and can have implications for staff wellbeing.

West Sussex is also a **good place to work.** It has a high employment rate and a range of job opportunities within its anchor institutions, large private sector employers, or within many small or medium sized enterprises (SMEs). There are local plans for further investment in the area around Gatwick and the coastal areas.

West Sussex has a higher proportion of people working **part time** (35%) than nationally, probably reflecting the older workforce. **Self employment** is also comparatively high in West Sussex, especially in those aged over 65 (at 27%) and amongst men (19% of whom are self employed in West Sussex.)

Employment rates in West Sussex, at about 80%, are above average for the region and country, and rising. This trend is stronger for men than women, although male rates have dipped in the last year. Female rates of employment had been falling since 2015 but rose in the last year.

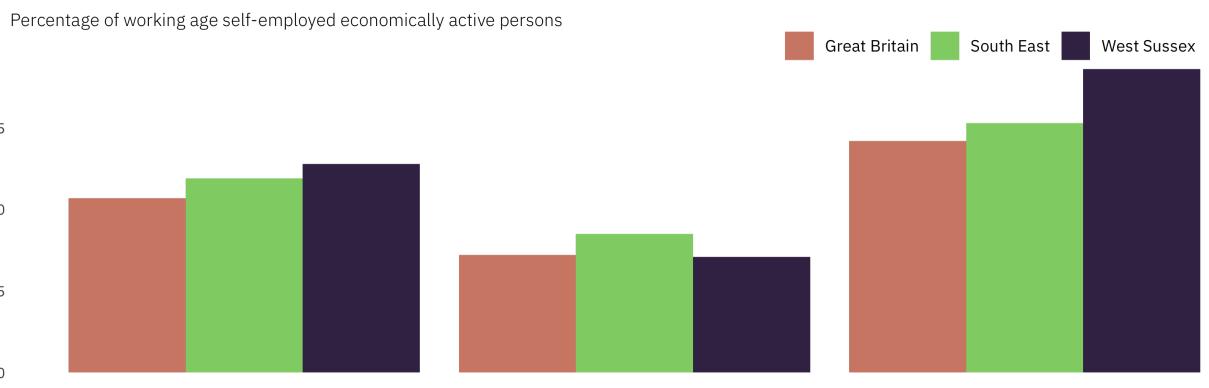
Employment Rate, 16-64 year olds



Females

Source: Annual Population Survey - Labour Force Survey, 2019

Self employment is also comparatively high in West Sussex, especially amongst men



Source: ONS Annual Population Survey, 2019

Anchor institutions

Anchor institution is a term adopted by the Health Foundation to refer to those public sector organisations that are unlikely to relocate. These organisations already make a major contribution to local society 'simply by being there', and have the potential to greatly expand that contribution due to their size and procurement power.

This box illustrates the main anchor institutions in West Sussex. Some shown include many further organisations (e.g. the NHS, which here represents hospital trusts, ambulance trusts, CCGs and so on). It is estimated that **between them anchor institutions in West Sussex could employ as many as 50,000 people**. Together they can make a major difference to health outcomes in West Sussex.

Anchor institutions are hugely relevant to the workplace agenda. They have a key role to play in **building aspirations** for good jobs and creating an appetite for jobs that these institutions need to fill. For example, by adopting best practice with respect to flexible working workplace health a local authority could enhance its chances of recruiting much needed additional work force in domains such as social care. **Many of our case studies originate in anchor institutions**, showing that they already leveraging their role in the community.



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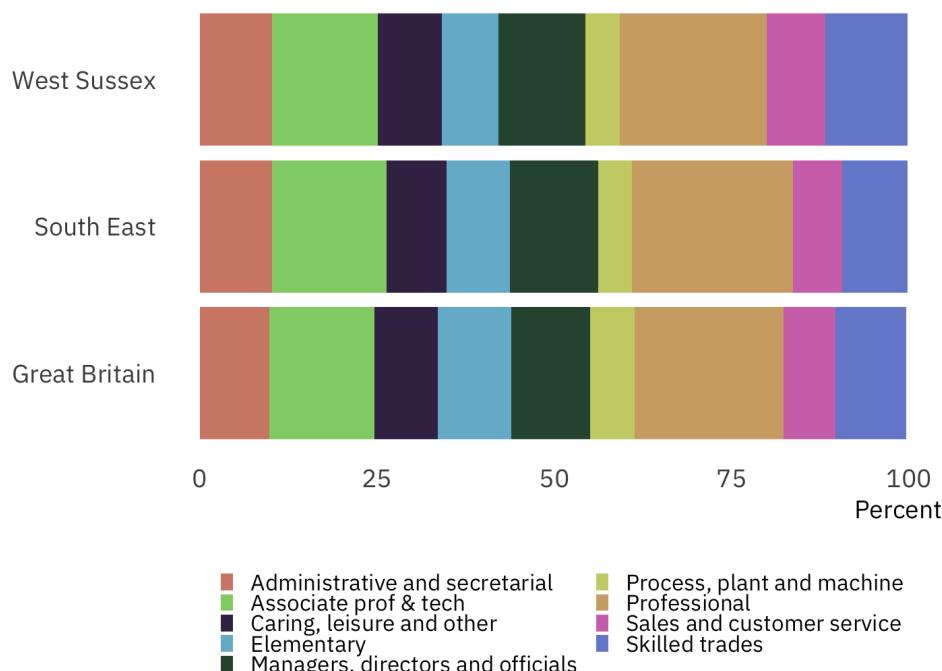


Occupations and sectors

Occupationally, the West Sussex profile is similar to the South East and nationally: the largest occupation types are **professional** (21%) and **associate professional/technical roles** (16%). Both are lower than for the South East as a whole. West Sussex has proportionately more people working in skilled trades, caring and leisure, and sales and customer services.

The main sectors in which people are employed in West Sussex are **wholesale and retail** (17%), **health and social work** (13%), **administrative and support roles** (10%), **education, hospitality, and transportation and storage** (all 8%).

Employment by occupation, April 2018 to March 2019

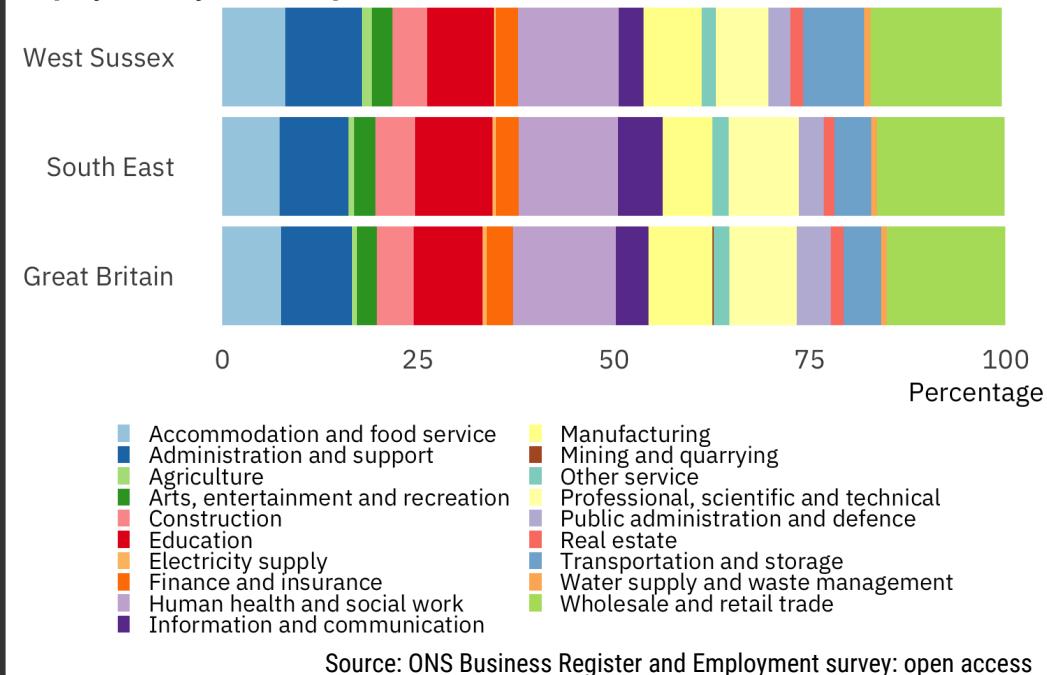


Private Sector

In the private sector, there are **large employers in the transportation and storage sectors** (such as Gatwick and Virgin Atlantic Airways), **finance and insurance** (such as Equiniti) and **manufacturing** (such as Body Shop and Nestle).



Employment by sector, April 2018 to March 2019



Small and medium enterprises

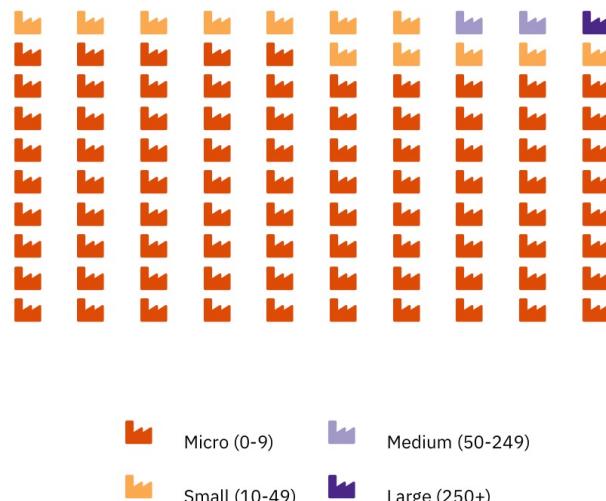
85% of businesses in West Sussex employ fewer than ten staff and a further 12% employ between 10 and 50 people.

Smaller businesses present challenges in terms of workplace health, as many may be too small have a dedicated Human Resources department, let alone a lead for workplace health or a set of agreed policies to improve health. However, as many businesses are situated in business parks and industrial estates such at Manor Royal Business District and Lancing Business Park there are opportunities to connect business with regard to issues such as workplace health. As some of the case studies in this report show, many businesses are already working together on initiatives around workplace health and there is potential for much more of this.



Sizes of business units (West Sussex, 2018)

Each symbol represents one percent of all local units.



Source: Inter Departmental Business Register (ONS)

Case Study: Manor Royal Business Improvement District

Manor Royal Business Improvement District (BID) are training staff and their management in health interventions with a focus on mental health issues. As a BID, acting on behalf of smaller businesses, they get better rates for training programmes. They offer Mental Health first aid as a core part of their training offer.

Manor Royal (MR) is also part way through an extensive programme designed to improve cycling and walking connections. They are promoting active travel as part of the Crawley Growth Programme. This work has improved cycle lanes and bus routes through Manor Royal. They also offer the EASiT card for free to all businesses on MR as part of a sustainable travel incentive. The card provides discounts on bus and train travel. Future plans include working with MetroBus on behaviour: with the infrastructure in place, how do you persuade people to use public transport?

Supporting the local economy

The West Sussex Economic Growth Plan (2018-23) focuses on the following priorities:

- Strengthening the vibrancy of the coastal towns and supporting the emergence of a creative coast.
- Maximising the opportunities from Gatwick, creating and supporting higher value employment around this area.
- Embedding the green energy sector in the county, providing a platform for innovation and a new economic identity for West Sussex.
- Promoting West Sussex as a place to visit and work; enhancing and marketing the West Sussex experience.
- Supporting a high-quality and enterprising workforce that meets current and future business needs.

West Sussex County Council has also negotiated five-year growth deals with every district and borough council in the county. Each emphasises the role of economic growth, jobs and employment opportunities in some way.

For example, the Crawley Growth plan, which includes £60 million of investment, aims to transform the business and living environment in the town centre and Manor Royal, deliver new Grade A office space, grow new retail investment and improve sustainable transport infrastructure in the town centre, at Manor Royal and at three railway stations.

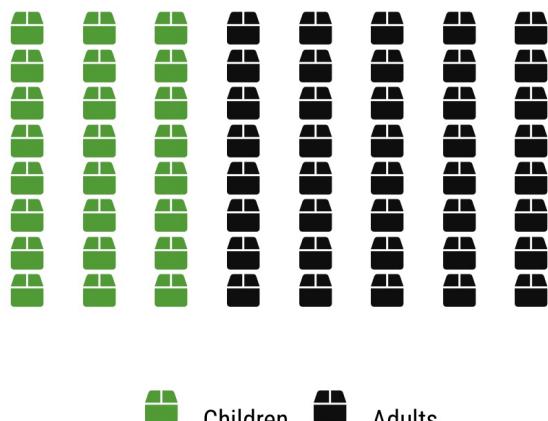
There are also ambitious plans for Mid Sussex, with a £65m investment, and plans include an ambitious economic growth programme that includes 380 new jobs, 13,000sq.m of employment space and a rejuvenated town centre, aiming to regenerate the town into a vibrant, growing and attractive destination for businesses, residents and visitors.

Challenges

West Sussex is viewed as an affluent area. However, **in 2018 over 16,000 food parcels were given out by food banks**. It is estimated that **over 5,000 of these were to people in work**. Almost 6,000 of the food bank parcels were for children (Trussell Trust). Around 16,000 children live in poverty in West Sussex.

Last year, more than 16,000 food parcels were given out by food banks.

Each box represents 250 food parcels



Source: Trussell Trust, 2018/19

In 2017, Crawley was named by the State of the Nation report on Social Mobility in Great Britain as the least socially mobile borough in the south east. Chichester and Arun were also identified as '**cold spots**' for **social mobility** ie areas where people from disadvantaged backgrounds were least likely to make social progress. Mid Sussex was the only social mobility 'hotspot' within the county.

A comparison of the West Sussex area of the Gatwick Diamond (Horsham District, Crawley Borough and Mid Sussex District) to the Surrey area (Epsom and Ewell, Mole Valley, Reigate and Banstead, and Tandridge) indicates that West Sussex is more strongly represented in activities directly related with the airport (such as transport and accommodation), and that 'higher value' professional services are more strongly represented in the Surrey area. The employment profile in the South West of the county is similarly skewed towards '**lower value**' work. In common with many coastal areas, people earn below the national average on our coastal strip, and these areas are characterised by significant areas of deprivation sitting side by side with affluence, which means they are often overlooked.

Case Study: Choose Work Chichester

Choose Work Chichester is one of a group of employability programmes across West Sussex which aim to support jobseekers to secure good work. Choose Work provides coaching, mentoring, information and advice, and connects clients to work experience placements.

Older jobseekers make up a significant proportion of the programme's clients. Older clients include people who have decided to return to work after retiring, those whose circumstances may have changed who now need to work for financial reasons, and people who have been made redundant in their 50s or 60s.

For older clients, lack of confidence is a major issue, compounded by many employers' not understanding the benefits that older employees bring. Choose Work have found work experience placements to be useful in tackling both issues. In a recent example, a lady in her sixties who had not worked for 12 years was matched with a legal placement utilising her existing knowledge and skills.

IT skills are another area where Choose Work has been able to develop older people's skills and confidence, with one training participant becoming a volunteer on a future course.

Choose Work takes a tailored, individual approach to working with clients that identifies suitable job opportunities, whether that includes a health condition, caring responsibilities or part-time working, and to make the most of the unique skills they bring to an employer.

Employment of vulnerable adults

West Sussex does not compare well to other local authorities in terms of the employment of vulnerable adults.

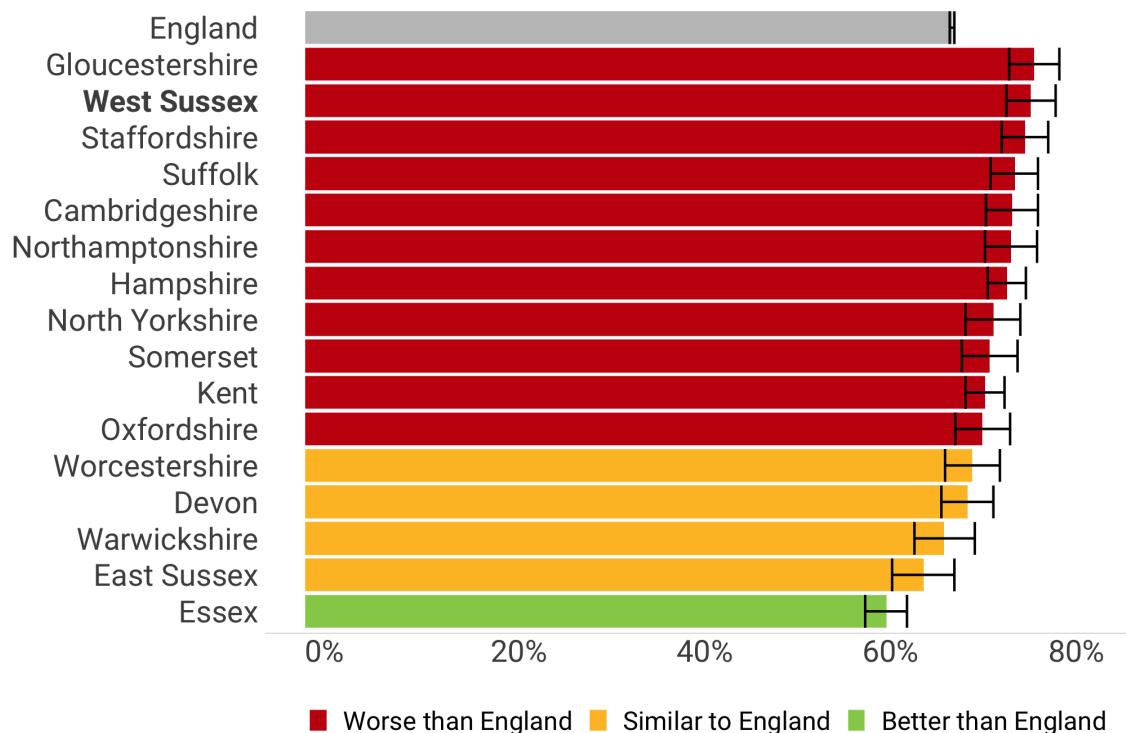
The gap in employment rates for adults with learning disabilities and for those in contact with secondary mental health services are among the highest in the country. For Mental Health there is only one local authority with a bigger gap than West Sussex; for people with learning disabilities there are six local authorities with a bigger gap than West Sussex.

Research nationally suggests that up to 90% of people with mental health issues would like to work, but only 37% are in paid employment. For people with severe mental illness, the figure is just 7%.

Initiatives that support people into work are important and to be welcomed. However, much larger scale schemes would be needed across West Sussex to align our figures on the learning disability employment gap to national averages. All other things being equal, 145 people in West Sussex with learning disabilities would need to move into employment in the next year.

Gap in the employment rate between those with a learning disability and the overall employment rate

West Sussex and similar local authorities



Source: ONS Annual Population Survey and NHS Digital, 2018/19

Case Study: Employ Junction

Supporting vulnerable people in Adur and Worthing into employment.

The Adur and Worthing Employ Junction provides Employment and Skills Coaches who work through **tailored, person centred approaches** to support people into work, work trials, training and volunteering opportunities. This includes weekly job clubs and bespoke training and support to help people build their confidence and connections. **During 2019, over 200 people were supported**, some of whom had complex issues such as living on the streets or in insecure accommodation.

Referrals come from a variety of sources including housing and other Council departments, homelessness projects, GPs and the DWP. Coaches spend time building up their network of referral links to ensure holistic support is provided during a person's work journey around money and benefits, housing, mental health, drugs and alcohol and so on. The work starts by **understanding the individual's needs as well as their interests and passions in order to engage with and motivate them**. Coaches are skilled in listening and communicating and are provide up to four sessions, on topics such as developing CVs, or undertaking mock interviews. Wider connections can also be made for around health and wellbeing services.

Some of the testimonies from those that have experienced the service include:

"Employ Junction helped and supported me when I was totally lost. Together we revamped my CV, practiced job interviews, talked through my general concerns and developed a strategy. It made a huge difference knowing that I wasn't trying to solve this problem alone. Within weeks I had found a job!" (John)

Lee says : "(When) I was introduced to Employ Junction ...I was living in sheltered accommodation after finding myself homeless. It was a difficult period but I was fortunate enough to discover that there were initiatives and services to help me get back on track. Ben has been instrumental in assisting me with direction and the transition into meaningful employment. In the past 9 months I have an extended DBS certificate - have worked as a volunteer running weekly music sessions and was recently nominated for an award in the company. Ben has helped with all of this by guidance but more importantly by being an excellent listener and communicator. ..My credit is not so good and Ben helped me instantly deal with it.. Ben has also helped by giving me a contact in the Dementia carer community. The coming months as I move towards self-employment will no doubt have its challenges that could be potentially very unsettling. Just knowing there's a service and a channel of communication that offers informed advice makes the chances of success for people like me in maintaining lasting employment way more likely."

Case Study: Southdown Housing Association

Southdown Housing Association is a Sussex-based, not-for-profit organisation, whose primary purpose is to support vulnerable people to overcome personal challenges and develop fulfilling lives.

In partnership with Sussex Partnership NHS Foundation Trust (SPFT), Southdown offer an Individual Placement and Support (IPS) service. IPS is recognised as best practice in supporting people with mental health challenges to secure or retain paid work, and has 8 key principles:

1. It aims to get people into competitive employment.
2. It is open to all those who want to work.
3. It tries to find jobs consistent with people's preferences.
4. It works quickly.
5. It brings employment specialists into clinical teams.
6. Employment specialists develop relationships with employers based upon a person's work preferences.
7. It provides time unlimited, individualised support for the person and their employer.
8. Benefits counselling is included.

Southdown has 11 Employment Specialists in West Sussex, based within mental health teams. For every member of the Southdown team an equivalent member of the SPFT team works alongside them to promote the programme of support. Gemma Dorer, CDS Professional Lead Occupational Therapist at SPFT says:

"It is great to have someone specifically challenging and reminding us that work is just as important a treatment intervention as medication or talking therapies. The fact that the employment specialist predominantly meets the client outside of the clinical setting further supports this message."

Sam, a Southdown service user, says *"It's a personal service; I'm Sam not just a client. ... I feel braver... I'm trained as a builder; I'm not used to paperwork. I feel less isolated as I meet regularly with another human. Becky got to know what's inside; jobs that suit my skills and where I am in the world. I've been looking at jobs about caring and working with people. If someone asked me a year ago what I would be doing in a years' time; I would say I don't know but probably as lost as I was before.*

I can't imagine where I was back then. My thought processes have changed. I feel more focused as it's a good routine meeting Becky each week, I'm getting more organised but still forget a lot. I'm excited about my life. The last interview I went for felt natural, it was a job working with individuals who have Autism or Asperger's which I admitted I didn't know much about. They offered me the job on the spot..."

West Sussex Wellbeing workplace health offer

West Sussex Wellbeing is an adult integrated healthy lifestyle programme delivered through a partnership between West Sussex County Council and the seven District and Borough Councils, each of which delivers a Wellbeing Programme.

Alongside support to residents, **each Wellbeing Programme has a workplace health offer**, supporting SMEs (small and medium sized enterprises). Due to their size, these businesses may not have their own in-house occupational health support or allocated funding for dedicated staff wellbeing. The focus of these businesses is often on staff sickness, rather than preventative work to prevent ill health and improve health.

Each wellbeing programme **works with local businesses to target those in more challenging roles** e.g. shift workers, those on low pay, men, manual workers. The sorts of services offered are: support to manage stress, 121 health MOTs, weight management, smoking cessation, alcohol advice, information, and signposting.

In the last two years, West Sussex Wellbeing has worked with over 150 different workplaces across West Sussex. Last year, over 2,000 staff accessed a workplace MOT. The most common reasons for accessing the services were healthy eating and hydration, weight management, physical activity, and stress.

West Sussex Wellbeing workplace intervention 1: Hurstpierpoint College

In 2018, 74 staff members at Hurstpierpoint college participated in a wellbeing programme offered by Mid Sussex Wellbeing Team. They received an anonymised report from Wellbeing officer, Nick Hurley, giving the college insight into how they can build on existing staff resources, focusing on healthy eating, hydration levels and exercise facilities.

Sarah J Barker, RGN – Senior School Nurse, Hurstpierpoint College says: “*We are committed to the health and wellbeing of our pupils and staff, so we’re delighted to welcome back the Mid Sussex Wellbeing team to provide workplace health checks for staff. So far this year 60 staff members have signed up to attend. The health checks gave individuals a chance to learn their risk factors and to discuss their health and fitness goals, in a friendly and constructive way. I would highly recommend this service to other schools and colleges.*”



Workplace intervention 2: Cedar Garage, Worthing

Worthing Wellbeing Advisor Tyler Slade has been working with the team at Cedar garage, offering talks with small groups as well as one to one sessions, creating confidential appointments for members of staff to check up on their physical and mental health.



Tyler told us: "I think what really works is that we're coming to them, they're not having to make an appointment."

"So rather than having to think about taking time away from their work, or think about it as an extra thing that they've got to book themselves in for, we're coming to them to provide them the service on their doorstep."

Rob, the Manager at Cedar garage said that there have only been positive results from the work with the team:

"Everyone I have spoken to has said it was worthwhile, and they were glad they'd done it. It's definitely inspired people to adjust their diet, adjust their calorie intake from sugary drinks. I have personally started riding to work, I've cut down on smoking, I've cut down on coffees, I've had no chocolate in a month, it's made a big difference to me and it has had a positive impact on everybody who's had a chance to go through it."



Moving forward

Key messages

- This section describes a public health approach to encouraging healthier, happier workplaces.
- This includes action to prioritise mental health, address the needs of our ageing work force, as well as supporting young people in to 'good jobs'.
- We provide a set of recommendations for the employers of West Sussex, particularly our anchor institutions.

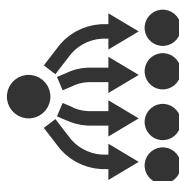
A public health approach to improving health in the workplace includes the following:



Systems leadership to improve health at all levels



Organisational level change, with leadership from the top



Health in All Policies (HiAP) approaches



Prioritising health, including good mental health, in the workplace



Support tailored to need that includes a focus on the most vulnerable

Systems leadership

Individuals have a role to play in the workplace by adopting healthier lifestyles. There are many small changes that each of us can make to help improve our health at work. For example, changing the way to travel to work, particularly if we work in sedentary occupations; walking or cycling where possible, or parking further away, even getting off the bus a stop early can build in walking time to our day. We can all actively seek out and offer support to our colleagues by interacting more. And if we have any level of control over our work, we can make sure we take regular breaks and finish on time. However, not everyone has the autonomy to do this.

We each live and work in systems which influence our choices and behaviour. Although there are actions which we can all take to improve health at work, none of us live or work in a vacuum, and the ease with which we can influence our environment will differ. We each operate within a range of interacting systems and are influenced in our decision making by a range of external factors. In terms of workplace health, these include:

- **Social norms/culture.** How our colleagues, peers and managers behave at work will have a strong influence on how we also behave. If the culture is to work through lunch, to work late, send emails late at night or from holiday - particularly if witnessed from our leaders and managers - this can set the tone of what is expected in the workplace and encourage unhealthy behaviours.
- **Organisational level.** Our behaviour will also be strongly influenced by the organisation we work for. A healthy workplace will have a range of policies and procedures in place to make it easier for staff to adopt healthier working practices. These might include flexible working policies, healthy catering provision, support for mental health in the workplace, and appropriate training for line managers.
- **Environmental/economic factors.** Wider factors such as the local environment, economy and our own income will also influence our choices in relation to health at work. For example, how we travel to work will be influenced by the public transport system, the existence of safe and attractive walking and cycling routes, and what we can personally afford.

INDIVIDUAL BEHAVIOURS
The choices people make at work regarding healthy behaviours (e.g. how they commute, what they eat during the work day)

SOCIAL AND CULTURAL NORMS
The behaviour of those around us, including our colleagues, peers, and line managers, in relation to health (e.g. do those around us take a lunch break, leave on time etc)

ORGANISATIONAL LEVEL
Policies and procedures to encourage healthy workplaces (e.g. flexible working, mental health support)

ENVIRONMENTAL AND ECONOMIC FACTORS
The wider environment (e.g. safe walking and cycling routes, the local job market)

Public health works at a systems level to influence each of these interacting layers. Since we all live and work within systems that influence our choices, a public health approach to improving health in the workplace goes beyond giving messages to individuals encouraging behaviour change. Public health approaches recognise the need to work at systems level and to influence positive changes in the **environment and economy**, at the level of **organisational** workplace policy and procedure, and to influence leaders to make healthy behaviour the **social norm**, creating a positive influence on those around them.

From individuals to organisations and beyond

Prioritising health, including mental health, in the workplace

One of the challenges in the modern workplace is the level of support for mental health. Many of the case studies suggest that employers understand this. Many have programmes in place to support mental health in the workplace, which is to be commended. For example, some employers now have Mental Health First Aiders, Employee Assistance programmes, and train their managers to recognise and respond to mental health issues when they occur.

A public health approach ensures that support programmes are offered, accompanied by policies and procedures that prevent the onset of mental health problems. This includes **encouraging employees and staff groups to take action to live healthier lives** (e.g. improving catering facilities, access to healthy food, smoking cessation or weight management offered on site, ideally in work time, and policies rewarding active travel). However, it goes beyond the more 'traditional' healthy lifestyle type approaches and **ensuring that organisational level policies support all aspects of a positive work-life balance**, training and supporting managers to do so fairly and effectively using options such as flexible working policies, and age- and carer-friendly policies.

There are some actions all employers can take to ensure the health and wellbeing of their workforce is looked after



Ensure strategic level support to workplace health and **that this is communicated to staff**



Encourage healthy behaviours in the workplace, **including taking regular breaks, eating well and increasing physical activity**



Promote uptake of health risk reduction and promotion programmes, such as the NHS Health Check and NHS Stop Smoking Services



Provide fast access to **occupational health services and physiotherapy**



Provide training for managers, including how to speak to staff about physical and mental health issues



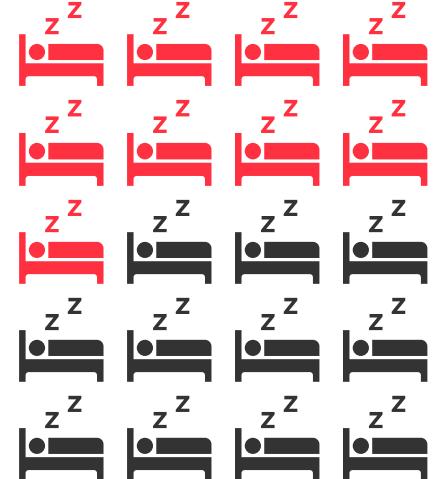
Consider reasonable adjustments such as **flexible working**



Measure and monitor sickness absence levels and use data to target action



Conduct an annual **Workplace Health Needs Assessment**



42%

of respondents

to the West Sussex County Council local workplace health needs assessment in 2019 **reported having had 'quite a bit' or 'very much' trouble with their sleep in the previous month**. Half of respondents had problems sleeping on at least 3 nights a week and **17% had problems on nearly every night**.

Listening to staff

Listening to staff is crucial in order for businesses to create policies that emphasise wellbeing. These case studies show how this is being done across the county.

Case study: Fire and Rescue Service

Following the 2019 HMI report which commented on the need to improve staff welfare, particularly in the areas of engagement, resilience, fairness and diversity, the new Chief Fire Officer for West Sussex County Council, Sabrina Cohen-Hatton resolved to tackle this issue.

First, she set up 'listening groups' to directly engage staff and allow them to feed in concerns and highlight key issues. 28 sessions were held between September and November 2019. The groups have achieved good engagement and a findings report has been sent directly to Sabrina to consider next steps.

In addition, a mental wellbeing campaign has begun to encourage staff to come forward and access support they need around mental wellbeing; the first staff conference was held in November which was also live-streamed, allowing staff who could not make it to watch from their location, around a 170 staff attended and it was really well received.

A new equality and diversity officer has been recruited and recruitment has begun for a wellbeing advisor. Sabrina says "Staff engagement and wellbeing is incredibly important to me and I am pleased with what we have initiated so far and of course it is still early days but I have received many positive responses from staff"

Case study: Western Sussex Hospital Trust – Wellbeing Wednesdays

Western Sussex Hospitals prides itself on being in the top 20 of acute trusts for staff engagement and aims to improve their standings further. One approach that they believe is helping to engage staff is their 'Wellbeing Wednesday' programme and their health and wellbeing champion programme. The first Wednesday of every month provides staff with time to look after their own wellbeing with a variety of lunchtime opportunities including yoga classes, meditation and wellbeing checks. They also offer a counselling service and emotional resilience courses for staff to support their health and wellbeing throughout the year.

Case Study: Royal Sun Alliance, Horsham

Royal Sun Alliance, based in Horsham, is one of the top ten largest private sector employers in West Sussex with more than 5,000 employees. RSA understand the value of workplace health schemes and have an annual calendar of priorities for promoting health and wellbeing within their workforce. Their themes for 2019 were physical wellbeing and tackling sedentary lifestyles, the prevention of ill health through small adjustments to lifestyle behaviours, and mental wellbeing. Within their mental health campaign, RSA has focused on the benefits of sensible drinking, encouraging employees to talk about and act on mental health, promoting the benefits of and techniques for a good night's sleep, and increasing awareness about stress. Nationally, RSA have an established Mental Health First Aid (MHFA) programme in place, which aims to normalise attitudes and behaviours around mental health. As well as a MHFA support network being established, over 130 employees are trained in MHFA, of which 20 are based in Horsham.

Support tailored to need that includes the most vulnerable

While there are similarities between workplaces regarding health issues, these will vary between sectors, occupations and individual workplaces. It is important to work with staff to identify their needs and priorities to inform appropriate responses. One way to do this is to undertake a formal workplace health survey. West Sussex County Council has recently implemented a tool from Public Health England called the "workplace health needs assessment", the results of which are being used to inform a workplace wellbeing strategy and action plan. This includes identifying hotspots where interventions should be prioritised and providing a baseline for health so that progress can be measured. This assessment is available for all to use.

For individuals with learning disabilities, there are initiatives in West Sussex to support these vulnerable groups to access employment. For example, the case study on page 33 highlights the work of Business Buddies in Crawley. Crawley Borough council has also commissioned a supported employment service called Workaid to help people with learning disabilities and/or autism into work. Other initiatives include an employment campaign called 'Positive and Possible'; increasing the number of Supported Internship places from 10 to 39 in 2019/20; and commissioning a series of user-friendly films to show people how to make use of and apply to the Access to Work fund.

West Sussex County Council commission community-based adult education programmes throughout West Sussex mostly for those aged 19 and over. **Aspire Sussex Ltd** is the majority provider and delivers **Adult Skills and Community Learning** to over 3,100 individuals a year with an overall pass rate of nearly 97% in 2018-19. In 2018-19, 18% of learners lived in LSOAs in the most deprived 30% nationally. The Adult Education team is working on an increasingly 'place based offer', working with Public Health analysts to improve targeting of the most deprived areas. From 2019-20 the curriculum is being planned and developed to prioritise three key purposes: Learning for work, Learning for life, Learning for health and wellbeing. Within the Adult Skills, Aspire delivers **specific provision for over 300 adults with Learning Difficulties and Disabilities**. This focuses on English, Maths, employability and independent living. This programme is delivered in venues which are residential, day care and drop-in, and are supported venues for adults with learning difficulties or disabilities.

Aspire also offers **Family Learning** on WSCC's behalf, countywide, in schools and children's centres. This national initiative focuses on parents/carers with provision designed to support their children in school with English and Maths and engage adults in improving skills such as learning together with their children, targeting parents who may need to improve their parenting skills. These have impacted positively on participants. However, there may be opportunities to engage a wider range of schools and to reach those most in need of employment. However, when delivered

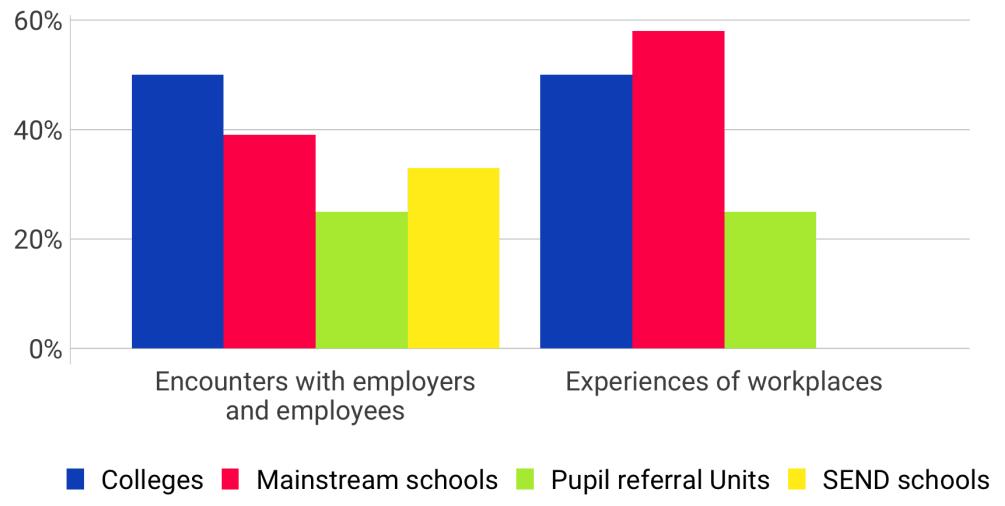
Young people

Young people are also vulnerable to unemployment. In 2017, the government adopted the **Gatsby Benchmarks**, which aim to help young people choose the right career for them. To achieve the benchmarks every school has to have a named Careers Leader working to meet eight standards. These include ensuring that every child from the age of 11 onward has a 'meaningful encounter' with an employer annually. This gives children the opportunity to learn what work is like and what it takes to be successful in the workplace. These encounters should include Science Technology Engineering and Mathematics (STEM) employers.

There should also be support for young people who are **NEET**. We estimated that in West Sussex, all other things being equal, we would need to successfully get **700** 16 and 17 year olds into employment, education or training to align our performance statistics to the country average. 9.8% of young people in West Sussex are NEET or not known, double the figure for neighbouring Brighton and Hove. The England average is 6%.

The majority of schools in West Sussex are now matched with a dedicated **Enterprise Advisers**, who help with the strategic planning of careers. However, as the latest available statistics (summer 2019) show, there is still some way to go, and progress with children with special educational needs has the furthest distance to travel. Enterprise Coordinators delivered a series of CPD Workshops focusing on these two benchmarks for Careers Leaders in all areas in late 2019 and SEN will be the primary focus for the next two terms. There is a need for increased employer engagement with all schools and increased workplace visits for all students, in particular SEND.

Proportion of schools in West Sussex achieving Gatsby benchmarks 5 and 6



Source: Coast to Capital Careers and Enterprise Company, November 2019

The '**Pathways to Adulthood**' programme aims to raise aspirations for young people with SEND with a presumption of employability. They should start planning for and having conversations about work as early as possible. Building on a model of career and employment support first developed in Manor Green College, Crawley Borough council intends to fund **six 'Job Clubs'** for young people with SEND in 2020/21. The Job Clubs will support the schools by offering: vocational profiling; finding work experience; providing a work coach; exploring all the routes into work available including traineeships; helping young people learn what employers are looking for; tapping into any work opportunities through personal networks; getting businesses involved in the school; and help applying for Access to Work funding.

Initiatives for young people

Other initiatives targeting support for young people into employment include the '**Inform, Inspire, Invest**' educational programme launched by Gatwick Airport in 2017 which aimed to open up opportunities at the airport, and help young people to develop the right skills for the right jobs, with an emphasis on science, technology, engineering and maths (STEM). West Sussex County Council commissioned the **Asphaleia 16-19 Study Programme** to meet a specific, identified need and are now growing this provision. They have recently begun to deliver a Study Programmes in Bognor for 16-18 year olds, NEETs, covering English, mathematics, employability, work experience and mental health support. Eight young people were engaged last year, with a view to engaging at least 14 the next. As with initiatives to support adults with learning disabilities, such projects are welcome but larger scale programmes may be needed to make the required impact.

Case Study: Business Buddies

This scheme, partly funded by West Sussex County Council, supports young people with autism and learning disabilities secure paid, sustainable employment in Crawley. It is based primarily in a complex needs school, as well as in a local mainstream college. Business buddies work with students to showcase their individual attributes to potential employers by creating CV style postcards and videos. This is a **highly person-centred approach to assessing apprentices**, which is a widely recognised and encouraged way of working with people that have complex needs. Business Buddies has achieved outcomes of three in five remaining in further education and around one in five securing paid employment.



Older people

West Sussex has an ageing population. West Sussex is working with the Centre for Ageing Better to highlight **the opportunities of an ageing workforce**. However, employment support interventions are often not targeted at older people and have poor outcomes for people aged over 50. Older job-seekers have specific challenges, including their proximity to the labour market, currency of skills and experience, health circumstances and caring responsibilities. We have identified several case studies to show how some local employers are actively supporting older people into work.

More could be done to support older people in the workplace until they are ready to retire. More can also be done to prepare people for retirement. Part-time and flexible working options, as well as workforce training and re-training, are important in ensuring employers benefit from older workers' skills and experience. Evidence suggests that effective support to return to work for people aged over 50 should include targeted support for diverse needs, personalised advisor support, motivational support in a conducive environment, rapid, responsive action, recognition of skills and training, and mid-life career review. In addition to effective employment support programmes, there is a need for a wider range of employers to be 'age-friendly' as well as to support carers in the workplace. The boxes to the right summarise a range of actions that can be taken to support older people in the workplace and to support people with caring responsibilities.

Supporting people with caring responsibilities

Carers UK have identified the top three interventions workers with caring responsibilities would find most helpful:

1. A supportive employer/line manager;
2. Flexible working;
3. Additional paid care leave of five to ten days.

Supporting older people in the workplace

Employers have a key role in supporting their staff to manage health conditions: these include workplace adjustments and flexible working.

Employers can take action to become age-friendly. Age-friendly employers recognise the value of older workers and support people to remain in work for as long as they want to.

The Centre for Ageing Better has identified five characteristics of age-friendly employers:

1. **Be flexible about flexible working** - helps older workers to balance caring responsibilities, health conditions or scale work up or down to support their changing needs;
2. **Age-positive recruitment** - older applicants can be excluded from the job market due to hiring processes, age bias and a lack of engagement from employers and recruiters;
3. **Ensure everyone has the health support they need** – although health conditions become more common with age, a supportive culture and reasonable adjustments can enable people to continue working;
4. **Encourage career development at all ages** – provide mid-life career guidance and fair access to development, training and progression;
5. **Create an age-positive culture** – leadership and management are key to promoting a work environment which values the contribution of older workers and encourages multi-generational working

There is more that can be done to help prepare older people for retirement. **Evidence shows the transition to retirement can be challenging**, and preparation can make it easier. New ways of working in later life are increasingly common. Flexible options such as part-time working, self-employment and new careers can all form part of the transition.

Many factors can impact on how people respond to the transition to retirement. These include their perception of their financial circumstances, having plans in place, how positive their expectations are, family relationships, health and disability, and attitudes to ageing.

The Centre for Ageing Better has identified a lack of planning and preparedness for retirement across society, particularly among people on lower incomes. However, pro-active employers can have a significant impact on employees' experience of the transition to retirement.

The **Mid-Life MOT** is an approach which employers can use to encourage people to take stock of their health, skills and finances, and make realistic choices about future work, health and retirement. Tools available to support this include the Mid-Life MOT Toolkit from Business in the Community which supports conversations with staff and signposts the help which is available to employers.

Case study: Barclays Bank

Barclays has focussed on recruiting, retaining and retraining older workers for a number of years. In 2017 they set themselves the target of increasing the number of over-50s they employ by 12% by 2022. There are around ten branches across West Sussex.

The Barclays age-friendly approach includes:

- **Multi-generational programme** - exploring new ways of working which help to retain the skills and experience of older workers, increase workforce diversity, and create worthwhile opportunities for those who may have felt that their careers were over.
- **Bolder Apprenticeships** – this scheme is aimed at the over-50s and creates jobs for older people through retraining, regardless of age or social circumstances.
- **Encore! Return to work programme** – provides leadership and development training, mentorship, networking opportunities, and a paid working role for the programme's duration to individuals who have taken a career break.

Carer friendly employer policies

In 2015, West Sussex County Council and the three Clinical Commissioning Groups in West Sussex launched the Joint Commitment to Family and Friends Carers 2015-2020. The Joint Commitment states the high-level priority areas for health and social care, which include 'Build a carer friendly community'.

As part of this commitment, West Sussex County Council is striving to be a carer friendly employer and has in place:

- A **Staff Special Circumstances Policy** for carers who are employees of the local authority which provides principles and a framework that empowers managers to provide compassionate and flexible support to employees whilst balancing the needs of individuals with those of the service.
- Potential **options** available to carers include flexible working, special paid or unpaid leave, dependency leave, or a career break.
- A **workplace carers' network** for employees who are carers, which aims to provide support to all carers by working in partnership to ensure the culture of the organisation is one where carers' needs are acknowledged and acted upon.
- **Carer passports** which can facilitate a conversation about the options available and help to find the best solution. Passports are transferrable if an employee changes job although arrangements would usually be reviewed to ensure they continue to be the best option.

Recommendations

We recommend that:

- Employers in West Sussex recognise the link between health and wellbeing and economic growth and commit to becoming 'health-promoting organisations'
- WSCC and the key anchor institutions take a lead by
 - adopting a Health in all Policies approach to improving health and wellbeing
 - using surveys to assess the health and wellbeing needs of their workforces
 - adopting evidence-based approaches to workplace health and wellbeing
 - embedding a Whole Organisation Approach to workplace health, with organisational departments working together to prevent, reduce and delay ill health within their workforces
- WSCC continues to support local employers at a place level through the Wellbeing at Work programme, prioritising those with the greatest potential to tackle inequalities within our County
- Small and medium enterprises (SMEs), particularly those on our key business parks, are encouraged to work together to develop appropriate workplace health policies and initiatives
- WSCC to take appropriate action to raise awareness in schools of the Gatsby standards and benchmark, providing appropriate guidance and encouragement in schools meeting these
- Anchor institutions in particular work together to fully engage with the agenda around raising local young people's aspirations, with a focus on 'growing our own'
- Anchor institutions take appropriate action to begin to narrow the employment gap for vulnerable adults such as those with learning disabilities
- Employers in West Sussex take action to ensure their workplaces are age-friendly