CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 1 December 2022

Subject: Wellbeing Strategy 2022-2025

Report by: Strategic Director, Partnership and Performance

1.0   Purpose

1.1.   The paper invites Council to agree the Wellbeing Strategy for the period 2022 – 2025.

2.0   Recommendations

2.1.   Council are asked to **note** and **agree** the Wellbeing Strategy attached at Appendix 1.

3.0   Considerations

3.1   In December 2021 Council agreed a new Mental Health, Stress and Wellbeing Policy to support the mental health and wellbeing of our employees.

3.2   As part of the 2021/22 Internal Audit Plan Internal audit gave substantial assurance in relation to the governance, oversight, and decision-making structure around staff our wellbeing.

3.3   Internal Audit also noted that the Council could demonstrate a strong commitment to staff wellbeing, with a clear policy and wellbeing approach in place. This included the involvement of staff representatives / trade unions.

3.4   The Council's Strategic Workforce Plan 2019-2022 (the Plan) set out four workforce planning priorities, 2 of which were - having a sustainable and resilient workforce and ensuring our workforce feel supported, empowered, respected, and engaged.

3.5   In addressing these our Strategic Workforce plan outlined that we would give staff the opportunity to participate in a range of initiatives which are centred on their health and wellbeing and moving forward that we would have better emphasis and promotion of the range of health and wellbeing initiatives we currently undertake so as to raise awareness, increase uptake, and develop a culture of understanding and support.

3.6   Our new Wellbeing strategy supports the implementation of the recently approved wellbeing policy and compliments the work already agreed under the Health & Safety Strategy which Council approved at its meeting in October 2022.

3.7   The Strategy also builds on responses/findings from our Annual Employee Surveys as well as the good practice that we currently have in place to support staff.

3.8   A significant amount of time and resource has already been committed to identifying, and developing resources for staff to support their mental health and wellbeing. These include:

Looking after your mental wellbeing
Silvercloud self help – a digital open platform by the Scottish Government with 4 modules – Stress, Sleep, resilience and COVID 19
Positive Mindset App aimed at helping to overcome stress low mood and worry
Homeworking wellness action plan produced by Mind
Coaching for wellbeing, a free digital service for health and social care staff
Domestic abuse support
Online wellbeing hub, a national wellbeing hub to help health and social scare staff look after their physical and mental health
Sleep improvement and anxiety apps
Exercises
Eating well advice
2 Wellbeing weeks
Mental Health First Aiders
Occupational Health referrals
Physiotherapy
PAM Assist (Employee Counselling Service)
Stress Risk Assessments
Suicide Prevention and Mental Health online e-learning

3.9   The Strategy will form a foundation for the work carried out by the Council's Healthy Working Lives group now that the national award scheme is no longer in place.

Proposed Strategy

3.10   To strategy focus on six objectives in order to continue to support staff

1. Promote and improve positive mental health and wellbeing for all employees.
2. Promote an open and supportive leadership culture where mental health and wellbeing issues can be raised and dealt with effectively.
3. Ensure effective and consistent wellbeing communication to help identify and tackle organisational issues that negatively affect mental health and wellbeing within teams.
4. Adopt and implement a more proactive approach to managing work related stress.
5. Provide employees experiencing mental health and wellbeing problems with access/sign posting to appropriate professional assistance and support.
6. Reduce barriers to employment and support employees who have experienced, or are experiencing, mental health and wellbeing problems/issues.

3.11   Each objective has a number of improvement actions and the action plan identifies the steps required to achieve each of these and how we will monitor the success of the actions.

4.0   Sustainability Implications

4.1.   None

5.0   Resource Implications

5.1.   Financial Details

5.2.   The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.   Yes ☑

5.3.   Finance have been consulted and have agreed the financial implications as set out in the report.   Yes ☑

5.4.   Staffing

6.0   Exempt Reports

6.1.   Is this report exempt?   Yes ☐ (please detail the reasons for exemption below)   No ☑

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box ☑)

Clackmannanshire will be attractive to businesses & people and
ensure fair opportunities for all ☑
Our families; children and young people will have the best possible
start in life ☑
Women and girls will be confident and aspirational, and achieve
their full potential ☑
Our communities will be resilient and empowered so
that they can thrive and flourish ☑

(2) **Council Policies** (Please detail)

7.1 The Strategy supports implementation of the Council Health & Safety Policy.

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? Yes ☐
No ☑

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☑

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Wellbeing Strategy & Action Plan 2022-2025

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
Yes ☐ (please list the documents below) No ☑

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
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Wellbeing Strategy & Action Plan

2022 - 2025

1.   Introduction

Welcome to our Wellbeing Strategy and Action plan which has been developed to provide a co-ordinated approach to the provision and delivery of mental health and wellbeing initiatives and promote positive mental health and wellbeing for all.

The strategy adopts a holistic approach to employee wellbeing, and goes beyond a series of standalone initiatives. It recognises that:

- Our employees are our most valuable asset and it aims to protect and promote their health and wellbeing and those of their families;
- Poor mental health and wellbeing can equally result from non-work related pressures, and seeks to empower employees to engage in positive wellbeing behaviours outside work; and,
- Line managers are pivotal in shaping employees' experience of work and bringing people management policies to life, and seeks to ensure that line managers have the appropriate skills sets.

Investing in employee wellbeing can lead to increased resilience, better employee morale and engagement, reduced sickness absence, better work-life balance and a healthier and more inclusive culture which would in turn lead to higher performance and productivity.

2.   Background

2.1 What is Wellbeing?
Wellbeing can be seen as a state of health and happiness in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to their organisation and community.

The World Health Organisation (WHO) defines health as "a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity."

The NHS "embraces the whole person" when it comes to defining health, which includes considering the outer physical state and the inner mental and emotional state both in and outside of the workplace.

For Clackmannanshire Council wellbeing is about giving our staff opportunities and support to help them feel more able to balance work and home to live a full and satisfied life.

2.2 The Current Wellbeing Climate

A survey conducted by the Chartered Institute of Personnel and Development (CIPD) found that poor mental health was the most common cause of long-term sickness absence in UK workplaces and that stress-related absence had increased in nearly two-fifths of organisations (CIPD 2022). A Mind survey also found that one in ten employees rated their current mental health as poor or very poor. Of these, 26% said this was due to problems at work and a further half said it was due to a combination of problems at work and outside of work; 40% said they had taken time off as a result.

Evidence also suggests that there is 'still stigma and misunderstanding' about mental health in society and the workplace. For instance, a Mind survey found many employees did not feel comfortable disclosing their mental health and wellbeing problem to their employer or manager.

The last few years have also been very challenging for everyone and, as we move to a new normal, it is more important than ever to increase awareness of mental health and wellbeing, create an open and supportive culture, and protect the mental health and wellbeing of our staff.

3.   Where are we now - Staff Wellbeing Survey 2021

The Council conducted its most recent Staff Wellbeing Survey in November 2021 on the following four key themes: staff engagement, mental health and wellbeing, communication, homeworking, and council vison and values, with a 26% (676) response rate. A summary of key findings are presented below.

- The overall staff engagement level for the organisation was 68.4%
- 44% of respondents described their mental health and wellbeing as 'excellent' or 'good'; more than a third (37%) described this as only 'fair'; and 19% as 'poor' or 'very poor'.
- 53% of employees agreed that they were kept up to date with the latest information from around the Council.
- 69% felt supported by their manager or supervisor, although 17% disagree, and 14% neither agree nor disagree.
- More than half (55%) agreed that they had the tools they needed to work effectively from home, and nearly a quarter (24%) did not feel that they have the tools they need for homeworking.
- 74% of employees were aware of the Council's vision and values, while 22% were not familiar with these.

5.   Where Do We Want To Be - Our Wellbeing Vision

- Our vision for the future is a positive working environment where the mental health and wellbeing of employees is paramount and embedded in everything we do, and where colleagues feel happy, healthy, valued, protected and motivated, with increased morale and engagement, and reduction in absenteeism.
- We want a culture where wellbeing is everyone's responsibility, and is aligned to Our Values/Behaviours.
- We want a working environment where our employees take ownership for their own wellbeing, and where senior managers lead by example, and line managers are trained and proactively support the health and wellbeing of their staff.
- We want to be an employer of choice, adding value to recruitment and retention.

5.1 Our Wellbeing Objectives:

Our wellbeing objectives, presented below, seek to build upon the progress made so far and further embed wellbeing in everything we do. Priority areas, based on the Chartered Institute of Personnel and Development's (CIPD) seven inter-related 'domains' of wellbeing, have been identified in the action plan to help in achieving the objectives. Our priority areas for our 2022 – 2025 Wellbeing Strategy would focus on improving our employees' mental, physical, social and financial wellbeing.

1. Promote and improve positive mental health and wellbeing for all employees.
2. Promote an open and supportive leadership culture where mental health and wellbeing issues can be raised and dealt with effectively.
3. Ensure effective and consistent wellbeing communication to help identify and tackle organisational issues that negatively affect mental health and wellbeing within teams.
4. Adopt and implement a more proactive approach to managing work related stress.
5. Provide employees experiencing mental health and wellbeing problems with access/sign posting to appropriate professional assistance and support.
6. Reduce barriers to employment and support employees who have experienced, or are experiencing, mental health and wellbeing problems/issues.

6.   Making It Happen

The Chief Executive has overall responsibility for Health, Safety and Welfare within the Council, including the wellbeing of staff. The day to day operational management of health, safety and welfare is delegated to senior managers, line managers and supervisors.

The following roles and departments have been identified to play key roles in the implementation of this strategy.

Chief Executive & Strategic Directors

- Ensuring a robust wellbeing strategy is in place.
- Ensuring the allocation of adequate resources for the implementation of this strategy and achievement of the objectives.
- Monitoring progress against plan.

Senior & Line Managers

- Liaising with the Human Resources & Workforce Development (HR&WD) Directorate/H&S Team in the implementation of this strategy.
- Lead in the implementation of relevant aspects of this strategy in their respective areas.
- Report service/directorate progress against plan.

HR&WD Health and Safety Team

- Lead in the implementation of this policy, and monitor progress against plan. This will be done in close collaboration with Service/Directorates, Trade Unions and the Council's Healthy Working Lives Group.
- Provide regular reports to SLG, Executive Health and Safety Committee and Audit Committee.

The timescales for implementation is proposed as follows:

- Year 1 – Introducing wellbeing: wellbeing awareness/communication, engagement and training.
- Year 2 – Embedding wellbeing
- Year 3 – Living wellbeing, taking stock and next steps.

An annual review will be conducted at the end of each year and a report produced.

7. Action Plan

Our wellbeing action plan to progress the delivery of our vision and objectives is presented in table 1. The action plan identifies key priority areas for the Council, based on CIPD's seven interrelated 'domains' of wellbeing, specific actions that will be pursued, success indicators, responsible owners and timescales for implementation.

Table 1 – Action Plan

Priorities	Actions	Indicators of Success	Owner	Timescale
Objective 1: Promote and improve positive mental health and wellbeing for all employees.				
1.1 Improve employees awareness of mental heath and wellbeing	Programme of mental health awareness training in place for managers and staff.	• Number of staff attending training.	H&S Team / Senior Managers	March 2023 and ongoing
1.2 Promote and support good lifestyle choices, and support employees to better manage their psychological wellbeing and build resilience	Continue to develop and promote good lifestyle choices activities through the Healthy Working Lives group.	• Number of activities held, and staff engagement in activities.	Healthy Working Lives Group.	Initial programme in place by January 2023
1.3 Ensure health promotion and health checks are in place to support employees stay healthy and identify early signs of serious health issues.	Continue to offer health promotion activities and routine health checks for employees across a variety of Council sites.	• Number of staff engaging in routine health checks.	Healthy Working Lives Group	Initial programme in place by January 2023.
1.4 Promote and support employees' financial wellbeing	Offer opportunities to employees to become more aware of, and better manage, their finances,	• Number of opportunities and programmes offered. • Number of staff accessing opportunities	Healthy Working Lives Group	Initial programme in place by January 2023.

Objective 2: Promote an open and supportive leadership culture where mental health and wellbeing issues can be raised and dealt with effectively.				
2.1 Ensuring managers have the skills to support an open leadership culture	Continue to ensure that suitable training is provided for managers at all levels to change the leadership culture.	• Numbers trained • Improved outcomes in Staff Survey.	SLG & HR&WD	Training programme in place by March 2023
2.2 Ensuring opportunities are created where mental health and wellbeing can be discussed.	Revamp of PRD/121 process to ensure wellbeing covered as part of these discussions.	• Revised PRD/121 process developed and implemented.	SLG & HR&WD	
Objective 3: Ensure effective and consistent wellbeing communication to help identify and tackle organisational issues that negatively affect mental health and wellbeing within teams.				
3.1 Improve wellbeing Communication	Develop and implement a clear wellbeing communication plan, including a more interactive staff wellbeing hub and opportunities to engage hard to reach groups and those working from home.	• Wellbeing communication plan in place and actions completed.	H&S and Communications Teams	Plan developed by February 2023.
3.2 Enhance Wellbeing Engagement	Collect feedback from staff about wellbeing activities and act on this.	• Improved results in staff wellbeing questions within staff survey	Healthy Working Lives Group / HR&WD	Ongoing

Objective 4: Adopt and implement a more proactive approach to managing work related stress.				
4.1 Ensuring sources of work related stress are identified; stress risk assessments carried out and outcomes of risk assessments are acted upon.	Carry out team based stress risk assessments to identify the likely sources of stress and ensure suitable control measures are put in place, and regularly reviewed and updated	• Number of stress risk assessments and actions completed	H&S Team. Senior & Line managers, Team leaders.	Initial Assessments completed by August 2023.
4.2 Manage organisational and staff changes in a manner that does not lead to stress	Communicate and promote the Council's Change Protocol to all managers and team leaders, and ensure it is followed.	• Increased understanding and compliance with the change protocol.	SLG / HR & WD	Initial communication by January 2023, then ongoing.
Objective 5: Provide employees experiencing mental health and wellbeing problems with access to professional assistance and support.				
5.1 Provide occupational health support, employee assistance programme and other relevant support	Increase awareness and understanding of the benefits of the wide range of supports available to staff.	• Increased uptake in programmes we can monitor • Staff survey results indicate better awareness of support.	Healthy Working Lives Group	Ongoing
Objective 6: Reduce barriers to employment and support employees who have experienced, or are experiencing, mental health and wellbeing problems/issues.				
6.1 Put in place supportive arrangements and promote good rehabilitation practices	Ensure relevant HR policies and procedures are in place and used appropriately by managers	• Number of employees who have, or experiencing mental health, kept in work.	HR & WD / Line Managers.	Maximising Attendance - June 2023