

# Health and Wellbeing Strategy

## 2021 to 2024



## Chief Executive Commitment



**Annemarie O'Donnell**

Chief Executive

We all know and love Glasgow as a vibrant, friendly city known for its character and personality. Our vision continues to be a world class city with a thriving, inclusive, economy where everyone can flourish and benefit from the city's success.

The hard work and dedication of our Staff has always been the key to this continued success and never has this been so evident than with the response every one of us made in our own way supporting our citizens, our communities and one another through the impact of the pandemic, which will ripple through our lives for the years to come.

With that the importance of our health, safety and wellbeing has been brought into even sharper focus as we continue to deliver our services through difficult times. Therefore, it's important to me that you too can be supported to flourish, to be well, engaged and balanced in your own life as we work towards the organisation's aims.

2020 to 2021, has seen us challenged as human beings unlike any other time in our lifetime, at home and at work. As employees, carers, parents, teachers, colleagues and friends to name a few of the many hats we've worn and many simultaneously under challenging restrictions. As we look ahead, I urge you to consider the impact of this on one another, as each of our journeys will have been so different for so many very different reasons, we're unlikely to know. Working together to support one another with the values of compassion, kindness and understanding is critical to both our organisational and personal recovery and ongoing resilience.

I give you my commitment that the delivery of this strategy is of vital importance to the work of the council and that no matter where you work, you will be included in accessing any element of the available supports. I urge you to join me in engaging in its aims and working to create a positive and healthy working environment for everyone. Let's Flourish for Glasgow!

A handwritten signature in black ink that reads "Annemarie". The script is cursive and fluid.

## Contents

1. Defining Health and Wellbeing
2. Organisational Aims
3. Workforce and Attendance Profile
4. Healthy Working Lives Priority Areas
5. Staff Feedback
6. Delivery Framework and Governance
7. Inclusive Support Policies, Frameworks and Networks
8. Working Together



## Defining Health and Wellbeing

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 us, **health and wellbeing is about taking a holistic approach in offering you opportunities and support to help you feel more able to balance work and home to live a satisfied life.**

To ensure that the activities we undertake are specific and relevant, we will continue to benchmark our activities with the employee health strategy of the NHS Greater Glasgow and Clyde and the related priorities from the Glasgow City Council Strategic Plan.

### Case for action

The Glasgow City Council Strategic Plan for 2017 to 2022 outlines the themes and priorities that the City will focus on for this timeframe. The outcomes for health in the City are to ensure:

- Glasgow is healthier.
- Our services are focussed on prevention and early intervention.
- Citizens and communities are more self-reliant for their health and wellbeing.
- We have integrated services with health that support Glaswegians when they need it.

### Flourish Commitment

We will ensure that every single employee, no matter what their unique needs are or where they work have fingertip access to the right information and engagement of opportunities they need to flourish.

F	L	O	U	R	I	S	H
Bringing the <b>Five</b> ways to wellbeing into our daily lives	<b>Looking</b> after ourselves and looking out for each other	Having <b>Open</b> and honest conversation about how we feel	<b>Understanding</b> how to be kind and compassionate to others	Building <b>Resilience</b> and strength to cope with life's challenges	Accessing wellbeing <b>Information</b> and support	Working in a <b>Safe</b> and healthy working environment	Asking for <b>Help</b> when we need it

## Organisational Aims

To align this Vision internally, we have consulted with staff, reviewed our attendance and organisational wellbeing data, consulted with internal stakeholders and external partners to develop the following aims:

1. Create a positive and healthy working environment, engaging in the Healthy Working Lives Framework
2. Deliver the necessary health, safety and wellbeing factors relevant to a physically and psychologically safe workplace
3. Engage all staff with easy access to opportunities and resources to champion their own health and wellbeing
4. Work with our expert partners to continually improve our arrangements
5. Meet the health and wellbeing needs of our diverse workforce
6. Support attendance using our workforce data to design meaningful employee supports that make a difference.

## Workforce and Attendance Profile

Information about the make-up of our workforce is important to us as it helps us to better understand and respond to the diverse health and wellbeing needs of all our employees.

(Workforce profile as at December 2020)

- Our workforce is made up of 29'542 employees.
- 59% are full time employees, 41% are part time.
- 76% of our employees are female and 24% male.
- 55% of our workforce are over 55 years of age.
- Two thirds of our workforce are in roles where they are less likely to have immediate fingertip access to our employment support arrangements or ability to access online training.
- One third of our workforce are in roles where they can access employment support arrangements digitally.

### Attendance profile

(Data from 2017 to 2018, 2018 to 2019, 2019 to 2020)

- The top 3 focus areas to support the attendance of our employees are with both long and short term attendance 1) Psychological, 2) Musculoskeletal and 3) Respiratory.
- Our data informs us that our ageing workforce impacts proportionally on the levels of long-term attendance across these areas.
- Our younger workforce impacts proportionally on the levels of short-term attendance across these areas.
- The average age of our workforce is 49 this is higher than the average of both the Scottish public sector and private sector average.
- Women have a higher incidence of average days lost than men by 11%.

The disclosure rates of employee equality information in relation to ethnicity, disability, sexual orientation and religion or belief are relatively low so do not provide a true reflection of representation within our workforce.

We will therefore support ongoing organisational initiatives to increase the disclosure of equality information. This, combined with continued engagement and consultation with the Employee Equality Peer Support Network Groups, will help inform a more tailored and coordinated approach to supporting the health and wellbeing of all our employees.

## Healthy Working Lives Priority Areas

The Healthy Working Lives award programme, from NHS Scotland, provides a framework to improve health, safety and wellbeing, allowing organisations to support staff in a structured way.

To date, we have achieved and maintained the Gold Award since 2014. We are very proud of this achievement as it shows a long-term commitment to the health and wellbeing of our staff.

The actions for each priority area are created from the Staff survey feedback, this helps us identify key focus areas and develop our actions plan based on the results.

- **Priority Area 1: Physical Activity** - Continued encouragement of staff engagement with physical activities including access to events and groups
- **Priority Area 2: Healthy Eating** - Promotion of the benefits of healthy eating, ensuring that all staff have access to healthy food options at work.
- **Priority Area 3: Alcohol** - Providing help and support for staff with alcohol related problems and communicating the importance of limiting alcohol consumption to recommended levels.
- **Priority Area 4: Smoking** - Supporting staff to reduce or quit smoking and promotion of our Smoke Free Policy.
- **Priority Area 5: Mental Health and Wellbeing** - Supporting the mental health and wellbeing of staff, allowing them to be the best they can be at work.
- **Priority Area 6: Violence and Aggression** - Tackling violence and aggression in the workplace and supporting staff
- **Priority Area 7: Health, Safety and Wellbeing at Work** - Encourage and support the use of resources across all services including our dedicated Health and Wellbeing Rooms.

## Staff Feedback - 2019 Staff Health Survey Results

In line with our commitment to the NHS Scotland Healthy Working Lives Award, every 3 years we conduct a Staff Health survey. These are the results from our 2019 survey, we will conduct our next survey in 2022 and review our health and wellbeing action plans accordingly.

**Physical Activity** - 94% of staff participate in weekly fitness activities, with 30% of this group completing more than 150 minutes of exercise every week. Only 6% answered that they do no exercise on a weekly basis.

**Healthy Eating** - 36% of you are eating the recommended 5 or more portions of fruit and vegetables every day, with only 23% eating two or less portions.

**Alcohol** - Around 50% told us that they drink between 1-5 times a week, with 33% drinking once or twice a month and 15% not drinking at all. The remaining 2% highlighted that they drink every day.

**Smoking** - The number of people smoking has gone down from over 15% to 10%. 60% of the people who smoke have indicated that they would like to stop.

**Mental Health and Wellbeing** - 66% of staff feel that their team and line manager understand and support their mental health and wellbeing. They feel less supported by their service and us as an organisation. The most common responses to what you felt were the main pressures in work were: workload, poor communication and lack of leadership support and engagement.

**Violence and Aggression** - 70% of you feel that the organisation and your service would be supportive towards anyone who is dealing with acts of violence and aggression against them in the workplace. The majority of people surveyed told us that they have not personally experienced or witnessed violent threats, discrimination or physical violence.

**Bullying and Harassment** - More people answered rarely or occasionally when asked if they had experienced or witnessed harassment, unfair treatment and bullying in the workplace.

**Health, Safety and Wellbeing at Work** - The topics that you would most like us to provide more information and support on are: Mental health, Women's health, Men's health and back care.



## Delivery Framework and Governance

### Corporate Collaborative Working

Led by Corporate HR working with Health and Safety, Organisational Development, Occupational Health and Employee assistance

- Bring together our collective professional areas to deliver the employee health and well-being strategy aims.
- Collaborate and support one another to deliver quality employee Health, Safety and Wellbeing campaigns, events and activities that are inclusive and accessible across the workforce.
- Respond to the Service HR Attendance management forum's needs with corporate solutions.

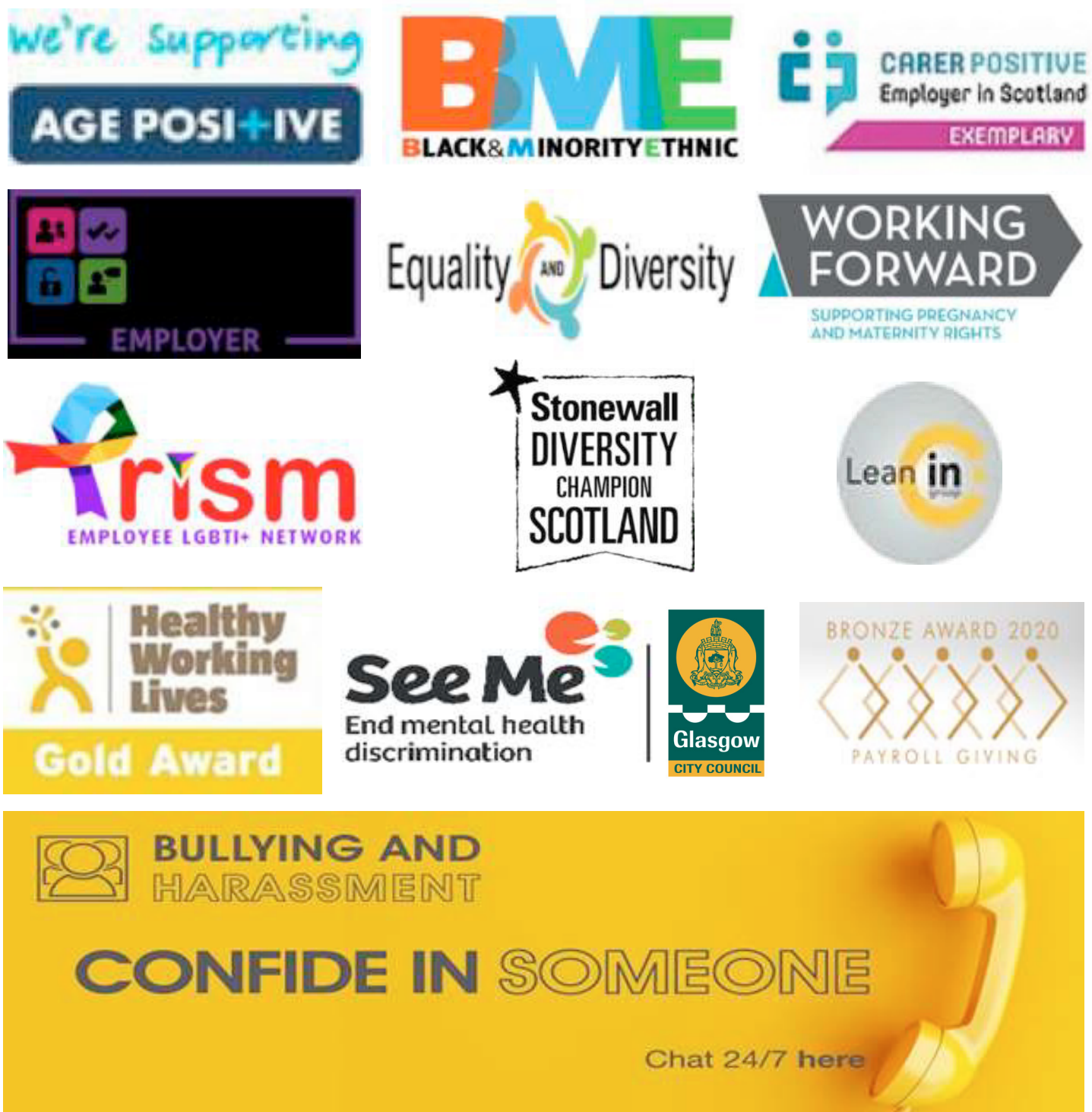
### Service Delivery

- Deliver the health and wellbeing strategy aims at a local service level ensuring all staff have equal access to the opportunities.
- Design and deliver a responsive local Health and wellbeing action plan to support staff attendance and wellbeing, that is data driven, informed through staff voice and impact is measurable.
- Feed into corporate collaborative working group on any specific requirements through the attendance management forum service HR representative or other corporate collaborative representative from Health and Safety and/or Organisational Development.

### Governance

<b>Committee (GPCPC &amp; OPDSC)</b>	<ul style="list-style-type: none"><li>■ Corporate annual progress report to GPCPC on strategic aims.</li><li>■ OPDSC Service Action plan outcome reporting through AS-PIR.</li></ul>
<b>Corporate Management Team</b>	<ul style="list-style-type: none"><li>■ Annual Corporate HR progress report with appendix submission from Service action plan impact.</li></ul>

## Inclusive Health and Wellbeing Support Policies, Frameworks and Networks



- **Connect Employment Zone** for Health & Wellbeing policies and support.
- **Connect Health and safety** pages for our risk assessment and employment supports.
- **Connect Organisational development** pages for access to Learning supports and GOLD.
- **Connect Equality and Diversity** pages to access our Networks and inclusions supports.
- **Staff website** for covid wellbeing supports <https://www.glasgow.gov.uk/staffupdates>

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