



**East Dunbartonshire Council**

**Healthy Working Lives Strategy**  
**2017-2020**

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## 1 INTRODUCTION

East Dunbartonshire Council (EDC) believes our most valuable asset is our people.

EDC committed to the Healthy Working Lives (HWL) Initiative when work commenced in 2011 which led to the achievement of the Bronze Award. On-going work and commitment further led to the achievement of the Silver award in October 2015. Going forward a further commitment has been established to achieve and maintain the Gold Award.

As part of the Council's 'Wellbeing at Work' approach we would like to improve the health, safety and well-being of our employees by ensuring a healthier, safer and supportive working environment. EDC is committed to achieving this and recognises the Healthy Working Lives' Awards scheme, run by the NHS acknowledges an organisations' progress in providing a healthier and safer workplace.

A key focus within the approach to Wellbeing at Work is the health promotion, awareness and campaigns which are currently taken forward through Healthy Working Lives. This Healthy Working Lives Strategy supports Section 3, Employee Wellbeing & Attendance Improvement of EDC's Workforce Strategy and references various supporting actions, policies, procedures and arrangements in support of this. A Healthy Working Lives Group has been established with representatives from all Service Streams and has a key role in planning and implementing events, promoting awareness and evidencing achievement towards the award levels. Part of the work undertaken will be to reflect and respond to employee feedback from the Employee Wellbeing Survey undertaken every 3 years, Wellbeing at Work Days and event/campaign evaluations/uptake figures and known performance areas which fall within our approach to Wellbeing at Work

## 2 SCOPE OF THE POLICY

Incorporating the Council's aspirations established within the Workforce Strategy and associated Strategic Plans EDC aims to establish forward looking strategies which demonstrate commitment to promoting employee Health, Safety and Wellbeing both within and out with the workplace, employee engagement and equality of opportunity. EDC recognises that Health and Wellbeing is a key enabler to both Individual and organisational performance. The council works continuously to support employees to achieve and maintain healthy working lives and this commitment is illustrated through the attainment of the Silver Award under Scotland's Healthy Working Lives initiative with a commitment to achieving and maintaining the Gold Award. In particular EDC aims to:

- ◆ Improve employee health, safety and well-being including both physical and mental wellbeing through the Healthy Working Lives award criteria;
- ◆ Monitor the impact of strategies, policies and initiatives with the aim of improving wellbeing;
- ◆ Provide a safe and healthy workplace, where diversity is celebrated and in which everyone feels welcome, engaged and recognised;
- ◆ Encourage employees to take responsibility for their own health, safety and wellbeing and that of others.

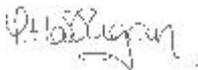
### 3 Aims of the strategy

This Strategy sets out actions and arrangements which support the overriding 'Aims and Guiding Principles' of EDC's Workforce strategy which is to:

- ◆ Attract, retain and develop a diverse and highly talented workforce with the knowledge and skills to deliver our vision and goals for future service delivery;
- ◆ Be a dynamic and flexible organisation with the ability to respond effectively to the local and national context it operates within;
- ◆ Provide a safe and healthy workplace where diversity is celebrated and in which everyone feels welcome, engaged and recognised;
- ◆ Actively develops the skills it needs for success, delivering best in class performance.

**In this context East Dunbartonshire Council aims to continuously improve employee health, safety and wellbeing by:**

- ◆ Identifying what is important to employees (the key health and wellbeing issues) and develop strategies and action plans around these;
- ◆ Support Employee Attendance by reviewing sickness absence statistics to identify trends and causes and taking appropriate action in line with our Wellbeing & Work and other related policies and procedures to reduce absenteeism;
- ◆ Avoid workplace accidents by reviewing workplace incidents, accidents and reporting 'near misses' to determine any trends and underlying causes and maintain a safe working environment;
- ◆ Promote Healthy Eating – Promote the message through the provision of information and healthy eating options that maintaining a healthy body weight and eating a balanced diet provides for a healthier lifestyle;
- ◆ Physical Activity – Recognise the importance of physical activity in improving health and wellbeing by promoting the benefits to all employees and encouraging their participation through the provision of opportunities and information;
- ◆ Mental Health in the Workplace - Adopt a culture that promotes positive mental health and wellbeing by providing managers with training to directly support employees and encourage employees to look after their mental health through providing learning opportunities, promoting positive choices and the provision of support mechanisms;
- ◆ Smoking Awareness – Encourage employees to reduce tobacco and by providing appropriate information, support mechanisms incorporating EDC's Smoking Policy;
- ◆ Alcohol and Drugs – Provide employees with information on health issues associated with the misuse of alcohol and drugs and raise awareness of our Drug & Alcohol Protocol;
- ◆ Health Inequalities - Gather information to increase awareness of health inequalities in the council and target activities to address these issues.



Pauline Halligan  
Strategic Lead, Organisation Transformation

## 4 Objective of the Strategy

### 4.1 Action Plan

In line with Section 3: Aims of the Strategy these aims are designed to address employee health and wellbeing from different perspectives, needs and levels across EDC and to address current and potential employee health concerns through continual monitoring and review.

Supporting actions under the defined aims will be reviewed and implemented through the Healthy Working Lives Steering Group to promote employee health and wellbeing in accordance with EDC's commitment to achieving and maintaining the Gold Award under Scotland's Healthy Working Lives initiative.

This Strategy also reflects EDC's commitment to the specified standards of the Gold Award of Scotland's Healthy Working Lives Initiative. A criteria template for which our objectives will be planned and completed to fulfil the criteria is available in **Appendix 1**.

In order to continue to improve workplace health, EDC in partnership with Healthy Working Lives will ask employees from across the organisation to complete the 'Employee Wellbeing Survey' every 3 years. Once the results of the survey are collated these will be fed back to employees. The aspiration of the survey is twofold:

- We can identify what is important to employees and the key health & wellbeing issues;
- We can develop a health & wellbeing action plan around these linking to the Healthy Working Lives criteria.

### 4.2 Review of Policies & Practices

This strategy is supported by a number of policies and procedures that set out how employee health and wellbeing is managed by EDC. These policies are reviewed on a regular basis and going forward will be reviewed approximately every 2 years or earlier if circumstances dictate i.e. legislative changes to ensure they continue to be fit for purpose and reflect best practice and the aims and objectives of the Workforce Strategy and subsequently the Healthy Working Lives Strategy. A list of the policies relevant to this strategy can be found in **Appendix 2**.

Significant progress has been made in refreshing the current Health & Safety policies and ensuring information for accident recording and reporting is recorded. The Health & Safety Team have also delivered training programmes for Operational Managers including Accident & Incident Investigation Training, Ladders / Working at Height Awareness Training, & "Why is it important to manage Safely" for managers.

Attendance improvement and the management of sickness absence has been a priority focus for a number of years and despite a level of improvement over the past 5 years, this has proven to be particularly challenging. The approach to supporting absence improvement recognises both the proactive and reactive measures required to challenge and sustain improvement in absence levels across the Council. The approach recognises the need for rigorous management and monitoring of absence levels.

Information monitored and reported through Performance Indicators quarterly and monthly allows for regular scrutiny by Service Leads with support from Business Partners on absence levels, costs, required action and trend analysis at Service, Team and individual level.

### 4.3 Provision of Mental Health Training

Mentally Healthy Workplace Training for Managers' has been adopted as part of the EDC's Leadership Development Programme. The training is in line with EDC's approach to Wellbeing at Work, which aims to encourage, guide and support employees in adopting a healthy lifestyle in a culture that promotes positive physical and mental health and wellbeing. The training will support Line Managers and Team Leaders to fulfil their responsibilities in relation to employee wellbeing at work. In addition, it is a key element required to achieve the Healthy Working Lives, Gold Award, which recognises organisations as providing a healthier and safer workplace. This programme will enable long term benefits including:

- ◆ That it can actively demonstrates a listening and engaged council interested in the promotion of mental wellbeing amongst all employees;
- ◆ The opportunity to gain and demonstrate an up-to-date perspective of mental health issues in the workplace, which enables managers through their on-going management practice and early intervention to support their direct reports accordingly;
- ◆ Drawing on managers existing skills/experience relating to mental wellbeing/ mental health issues, encourage sharing to facilitate support, learning and development across directorates.

## 5 Implementation of the Strategy

The Healthy Working Lives Initiative and Strategy falls under the profile of the Strategic Lead, Organisational Transformation, however there are a number of specific teams/resources dedicated to engaging in supporting the development and delivery of this Strategy as follows:

- ◆ Healthy Working Lives Steering Group (Terms of reference Appendix 3);
- ◆ Human Resources;
- ◆ Health & Safety;
- ◆ Employee Development;
- ◆ The council's Occupational Health Provider/s.

### 5.1 EDC Strategies

EDC recognises the Healthy Working Lives Initiative and action plan/s should be embedded in the strategic plans of the Council. Business Improvement Plans (BIPS) are developed for each Strategic area within EDC from the aims and objectives of the wider Local Outcome Improvement Plan of the Council. The Workforce Strategy is developed from the actions within the BIPS for the Organisational Transformation Team. The Workforce Strategy underpins the Aims and Objectives of the Healthy Work Lives Strategy, as referenced in section 3 Employee Wellbeing & Attendance.

In order to fulfil the Healthy Working Lives Strategy an annual Healthy Working Lives Action Plan will be developed by the Organisational Development Team in conjunction with the Healthy Working Lives Steering Group (**Appendix 1**). This plan will include the following:

- ◆ Provision of workforce information including sickness absence statistics and relevant Health and Safety information;
- ◆ Forward planning of health awareness/improvement and Healthy Working Lives events, campaigns and information;
- ◆ The review and development of relevant policies and procedures in line with the policy review cycle;
- ◆ Publication and provision of healthy eating options in council-run catering facilities.

The Healthy Working Lives Group will report back to the Strategic Lead, Organisational Transformation and the actions/progress undertaken will be reported to the Council's Committee Structure through the BIPS and Workforce Strategy reporting undertaken.

The Healthy Working Lives Group will have representation from across the Strategic areas of EDC and each member will have responsibility to feed information into the Group from their Strategic area and cascade information from the group in relation to defined actions for the employee groups they represent.

EDC also recognises the Aims and Objectives of the Healthy Working Lives Strategy are the responsibility of all Managers and Employees within EDC and each will have an individual role to play as follows:

### **5.2 Managers/Team Leaders**

- ◆ Ensure up to date knowledge in EDC's Policies and Procedures which underpin and support the Healthy Working Lives Strategy and action plan;
- ◆ Review their teams sickness absence information on a monthly basis and trend/patterns identified with a view to implement appropriate and targeted actions in line with the Wellbeing at Work Policy;
- ◆ Review absence related paperwork for employees who have been off sick to ensure managers are offering support and indicating where help and information can be found as appropriate;
- ◆ Report and investigate all accidents, incidents and near misses in line with the Health & Safety Policy and review paperwork to mitigate future occurrences' and make proposals for improvements;
- ◆ Act upon concerns employees bring to their attention as early as possible in order to mitigate health and safety concerns arising;
- ◆ Cascade information and provide reasonable time off (in line with service delivery) for employees to engage in targeted training/events and health awareness programmes;
- ◆ To promote and work in conjunction with EDC's providers of Occupational Health related Services and where relevant be involved in the development of programmes and events appropriate for services and their employees.

### **5.3 Employee Actions**

Employees are expected to:

- ◆ Comply with the agreed policies and procedures of EDC;
- ◆ Promptly seek advice in relation to any fitness to work or Health and Safety concern as it arises;
- ◆ Raise issues that affect their health and wellbeing or that of their colleagues with their Team Leader, a member of Human Resources or the Senior Management team;
- ◆ Members of Trade Union are encouraged to use this service for support and advice.

Employees also are encouraged to:

- ◆ Access the support mechanisms that EDC provides to support and improve the Health, Safety and Wellbeing of its employees;
- ◆ Attend events/training provided through the Healthy Working Lives Initiative;
- ◆ Take advantage of health promotion and advice, guidance and information provided;
- ◆ Take advantage of employee benefits provided, for example discounted EDC gym memberships;
- ◆ Share ideas for promoting health and wellbeing in the workplace.

EDC also recognises the key role that Trade Unions play in relation to Health, Safety and Wellbeing within the Council and so Trade Union membership is present on the Healthy Working Lives Group in order to represent their members in this forum.

#### **5.4 Communication with employees**

A key success factor of the Healthy Working Lives Initiative is in the Communication and Engagement with employees across the organisation and in particular the hard to reach groups. In line with EDC's Guide to Internal Communications the actions/events of the Healthy Working Lives Initiative will include:

- ◆ Regular Employee News;
- ◆ Information/ events being advertised/ displayed on Council/Team noticeboards;
- ◆ Where relevant published on EDC's HUB;
- ◆ Information cascaded from Management Teams (CMT/DMT) to Team Meetings at a local level;
- ◆ The provision of appropriate information by Team Leaders and Managers at Absence Related meetings;
- ◆ Provision of Information from Human Resources;
- ◆ Information from service representatives of the Healthy Working Lives Steering Group.

## **6 Monitoring and Evaluation**

In order to ensure the Aims and Objectives of the Healthy Working Lives Strategy are met and to monitor and evaluate the impact of the work undertaken surrounding the Healthy Working Lives Initiative the following will be undertaken:

- ◆ Attendance recorded for events and evaluation forms for employee feedback to be recorded and analysed;
- ◆ Monitoring uptake of materials/resources and access of related services;
- ◆ Continuous monitoring and evaluation of absence statistics and trend analysis surrounding these;
- ◆ Monitoring of workforce information and employees turnover;
- ◆ Monitoring of accidents, incidents and near misses;
- ◆ Monitoring of uptake of training, in particular training related employee health, safety and wellbeing and the associated evaluation of this training;
- ◆ Undertaking the 3 yearly employee wellbeing survey and using the results to inform future actions;
- ◆ Undertaking the 3 yearly HWL Organisation Profile;
- ◆ Benchmark HWL actions against different areas of EDC and in relation to good practice sharing with external organisations/partners.

Sickness absence Performance Indicators including BIP Targets will be reviewed and analysed monthly as part of the continued monitoring and evaluation of absence.

The Workforce Strategy, Section 3 identifies that EDC's policies, procedures and strategies relating to employee wellbeing reflect best practice across other Local Authorities as a result of external benchmarking that has taken place. This practice will continue where appropriate to ensure continued improvement and best practice.

External assessment will be undertaken annually by a Healthy Working Lives Assessor who will determine whether EDC has fulfilled the criteria to achieve and retain the Gold Award. This assessment will provide an independent evaluation and will provide areas for further improvement and review.

## **7 Resources**

EDC will commit appropriate resources to ensure the Aims and Objectives of the Healthy Working Lives Strategy are met. In addition to the resources outlined in Section 5, Implementation of the Strategy further detail has been provided as follows:

- ◆ Healthy Working Lives Initiative will form part of the role profile for HR Business Partners and the Team Leader, Organisational Development;
- ◆ Time provision from service delivery for employees, Line Managers, Trade Unions and representatives of Services to engage in the Healthy Working Lives Group and activities/events arranged where appropriate;
- ◆ Time for employees to deliver Healthy Working Lives events who's skills and knowledge can benefit the wellbeing of the workforce;
- ◆ Physical Resources are provided as required;
- ◆ Healthy Working Lives initiatives/event support has been built into the Occupational Health Strategy and Tender for service provision from external providers;
- ◆ Employee communication and engagement tools have been provided;
- ◆ Support has been sought from external partners such as NHS, a variety of charities local businesses and advisory services.

The Healthy Working Lives Strategy will also be reviewed in line with EDC's Policy Timetable to ensure it is fit for purpose and meets the needs of the Healthy Working Lives award criteria.

## **8 Monitoring and Review**

This policy will be reviewed in line with:

- Legislative Change
- Other external factors
- Feedback on the effectiveness of the policy
- Requests for review by Elected Members, Trade Unions and/or Management

## **9 Alternative Formats**

All Education, People & Business Team policies and procedures can be found on The Hub. The policy and procedure can also be made available (on request) in a variety of formats. These can be requested from the Education, People & Business Team by contacting 0141 578 8471. Information will be made available in line with the Council Accessible Information Policy.

**APPENDIX 1:**

**East Dunbartonshire Council  
Healthy Working Lives Action Plan**

Criteria	Action	Person	Date
<b>Bronze Criterion : Address Healthy Working lives in the organisation</b>			
Working Group			
Roles and Responsibilities			
<b>Bronze Criterion: Address Health, Safety and Wellbeing needs in the organisation</b>			
<b>Every 3 Years:</b>			
Organisational Profile			
Employee Survey			
<b>On-going/Annual:</b>			
Health, Safety and wellbeing plan			
Employee training Calendar			
Systems for recording absence			
Systems for recording accidents/incidents/near misses			
<b>Bronze Criterion: Raise Awareness of Healthy Working Life</b>			
<b>3 Health, Safety and Wellbeing Information Campaigns</b>			
1.			
2.			
3.			
<b>2 Health, Safety and Wellbeing Activities</b>			
1.			
2.			
<b>1 Mental Health Awareness Activity</b>			
1.			
<b>Bronze Criterion: Smoking Policy</b>			
Smoking policy and raising awareness			
<b>Silver Criterion: Drug and Alcohol Policy</b>			
Raising awareness of alcohol and drug policy			
<b>Silver Criterion: Supporting Employee Attendance</b>			
Supporting attendance policies and procedures			
<b>Silver Criterion: Avoid accidents in the organisation</b>			
Accident, Incident and near misses policy & procedures			
<b>Silver Criterion: Healthy Eating</b>			
Annual information campaign			
2 Opportunities for healthy eating			
<b>Silver Criterion: Physical Activity</b>			
Promote awareness through annual			

campaign			
2 Opportunities for physical activity			
<b>Silver Criterion: Mentally healthy workplace</b>			
Programme of training for managers			
<b>Gold Criterion: Prepare a Healthy Working Lives Strategy and Rolling Action Plan</b>			
Three year strategy			
Statement of commitment			
Action plan			
<b>Gold Criterion: Benchmarking</b>			
Benchmarking activity and reporting			
<b>Gold Criterion: Health Inequalities</b>			
Activity to tackle health inequalities in the organisation			
<b>Gold Criterion: (Optional) : Select One of Following</b>			
Stress risk assessment			
Promote community health, safety and wellbeing			
Lifestyle checks			
Health and the environment			
Equality and diversity			
Mentoring			
Organisational-led criterion			

## Appendix 2

### POLICY/PROCEDURES TABLE

Policy/Procedures	Next Review
Special Leave Policy	Oct – Dec 2017
Flexible Working	April – June 2018
Job Share Policy	April – June 2018
Grievance at Work Policy	Oct – Dec 2018
Grievance at Work Toolkit	Oct – Dec 2018
Domestic Violence	April – June 2018
Work Life Balance Policy	Oct – Dec 2017
Shared Parental Leave	Oct – Dec 2017
Wellbeing at Work Policy	Jan – March 2018
Wellbeing at Work Toolkit (containing Drug & Alcohol Protocol)	Jan – March 2018
Career Break Scheme	April – June 2018
Disability Policy	Jan – March 2018
Employment of People with Disabilities	Jan – March 2018
Equality and Diversity in Employment	Jan – March 2018
Religion & Belief in the Workplace	Jan – March 2018
Sexual Orientation in the Workplace	Jan – March 2018
Flexible Retirement Policy	Oct – Dec 2017
Suitable Alternative Employment due to Incapability	April – June 2018
Dignity at Work Policy & Procedure	Oct – Dec 2018

Health & Safety	
Accident & Incident Reporting Procedure	April – June 2018
Smoking Policy	April – June 2018
Violence in the Workplace	June 2019
Asbestos Management Procedure	Currently under review
Display Screen Equipment (Work Station Assessment)	April – June 2018
Mobile Phone Usage Whilst Driving	April – June 2018
First Aid Policy including Mental Health First Aid First Aid	Under Review October – Nov 2017
Duty Holders / Head of Establishment Handbook	Under Construction Oct – Nov 2017

## Appendix 3

### Healthy Working Lives Group Terms of Reference

#### Purpose

This document has been authorised by East Dunbartonshire Council (EDC) Education, People and Business. The purpose of the document is to:

- ◆ Define the purpose of the Healthy Working Lives Group and its areas of responsibility;
- ◆ Identify the group's membership, roles and responsibilities.

#### Table of Contents

1. Constitution
2. Terms of Reference
3. Membership
4. Accountability and Reporting Arrangements
5. Frequency
6. Review

#### 1. Constitution

- ◆ East Dunbartonshire Council (EDC) has established a Healthy Working Lives Group reporting to the Strategic Lead Organisational Transformation ;
- ◆ The Group will consist of representatives from a range of departments across the organisation and although a representative may not be on the Group from all departments across EDC the membership will reflect the occupational groups within the workforce. The group will include representatives from Human Resources, Health and Safety and Trade Union representation and employees from officer and management levels;
- ◆ Membership of the group may change as new representatives join or members leave to meet the needs of strategy development and implementation of the Healthy Working Lives Initiative/Criteria.

#### 2. Terms of Reference

##### Purpose

- ◆ The HWL Group is established to review, develop and implement all strategic and operational plans pertaining to the Healthy Working Lives award criteria;
- ◆ The group will facilitate EDC to work continuously to support employees to achieve and maintain HWL and this commitment is illustrated through the maintenance and attainment of the HWL awards;
- ◆ The group will identify and develop Employee Health and Wellbeing Themes fundamental to developing programmes and events to support employee health and wellbeing in the areas of:
  - ◆ Employee Attendance;
  - ◆ Health & Safety (in particular accident prevention);
  - ◆ Healthy Eating;
  - ◆ Physical Activity;
  - ◆ Mental Health in the Workplace;

- ◆ Smoking Awareness;
- ◆ Alcohol and Drugs awareness.
  
- ◆ Where required work jointly with members of the group and with members of your own teams to carry out defined tasks and activities to support with the provision of information and requirements to achieve/maintain the Healthy Working Lives award and dedicate the time and resources for their accomplishment;
- ◆ Liaise with associated EDC Sections who have an input/interest into Health related issues.
- ◆ Where relevant identify and bring to the attention of the Chair and Working Group any ideas or areas of concern in relation to the Healthy Working Lives Initiative in order to ensure the Health Working Lives award is achieved;
- ◆ Contribute to the Healthy Working Lives communication plans/methods to be able to reach all employee groups.

### 3. Membership

With reference to point 1, Constitution, The HWL Group will have as a minimum representatives from Health and Safety, Human Resources, and both Office and Management levels. Trade Unions are invited to ensure there is an open and transparent process. It is also important that different areas of the workforce are represented within the membership of the group and this will be considered in the makeup of the membership although it will not be mandatory to have a representative from every service area.

Membership currently is follows:

<b>Service</b>	<b>Role</b>
Housing Officer, Housing	Strategic Area Representative
Teacher	Strategic Area Representative
Unite	Union Representation
Learning & Development Facilitator	Employee Development Support
Waste Services Officer	Strategic Area Representative
Graphic Designer	Communications Support
Health & Fitness Adviser	Strategic Area Representative
Team Leader, Roads Network	Vice Chair
Team Leader, Organisational Development	Human Resource Support
HR, Business Partner	Human Resource Support/Note Taker
Health & Safety Adviser	Health & Safety Support
Joint Services Manager, Older People	Strategic Area Representative
HR, Business Partner	Human Resource Support/Note Taker
Greenspace & Street Scene Manager	Chair
Unison	Union Representation
Facilities Management	Strategic Area Representative
Land, Planning & Development	Strategic Area Representative

- ◆ In the event that a member is unable to attend a meeting they may send a suitable representative on their behalf;
- ◆ Where a member is considering leaving the group they are requested to support the identification of another representative from their service area.

#### **4. Accountability and Reporting Arrangements**

- ◆ The group will report to the Strategic Lead, Organisational Transformation;
- ◆ An agenda will be circulated in advance of meetings and members of the group are welcome to submit agenda items;
- ◆ The Chair of the meeting will be responsible for circulation of agenda items and minutes/notes of meetings;
- ◆ The Group will maintain notes for each Group meeting with action points allocated to the members who will report back on progress. These notes will be used to demonstrate progress the Strategic Lead, Organisational Transformation and demonstrate commitment to the Healthy Working Lives Award criteria.

#### **5. Frequency**

Meetings will be held as required whilst the HWL Group is formed and operating. Following this the group will meet on a quarterly basis. There will however be the provision to implement additional meetings to the quarterly set meetings depending on the work being undertaken and the need for additional meetings.

#### **6. Review**

The HWL Group will review its Terms of Reference as and when the need arises.