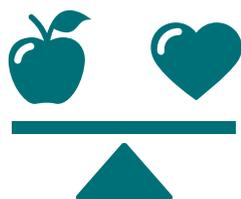


# Employee Wellbeing framework

Health and wellbeing is recognised as a key enabler of effective individual and organisational performance.



Proactively promote and encourage employees to make **positive health choices**



A proactive and supportive approach to **attendance management**



Effective health and safety ensuring the **physical working environment is safe**



Encouraging employees to **take responsibility** for health and safety



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## **1. Introduction**

Health and wellbeing is recognised as a key enabler of effective individual and organisational performance. For the purposes of the Employee Health and Wellbeing Framework, it is regarded as applying to employee physical and mental health both inside and outside of the workplace and is seen as a positive feeling of general physical, emotional and psychological wellness.

The Framework supports Outcome 3 in the council's People Strategy 2018/23 'Being an Employer of Choice' which highlights the council's priorities in providing an inclusive and safe working environment whilst taking a proactive approach to ensuring there is positive outcomes for employee wellbeing.

The main activities to ensure positive outcomes are:

- The Healthy Working Lives Steering Group proactively promotes and encourages employees to make positive health choices.
- A proactive and supportive approach to attendance management through the effective application of appropriate policies and procedures.
- Effective health and safety ensuring the physical working environment is safe and that any inherent risks are assessed and managed.
- Encouraging employees to take responsibility for their own health and safety and that of others.

The council works continuously to support employees to achieve and maintain healthy working lives and this commitment is illustrated through the attainment of the Gold Award under Scotland's Healthy Working Lives initiative.

## **2. Aims**

The Framework sets out the process agreed for ensuring that services continue to proactively manage all aspects of employee health and wellbeing in an integrated way.

This process is designed to identify current and potential issues relating to employee health and wellbeing at a service or functional level in the council through annual monitoring, review and action planning.

This Framework also incorporates the council's commitment to the gold standard of Scotland's Healthy Working Lives initiative (see Appendix 1 for more information).

### 3. Employee Health and Wellbeing Themes

The specific themes fundamental to developing programmes and events to support employee health and wellbeing are:

- **Supporting Attendance** – Reviewing sickness absence statistics to identify trends and causes and taking appropriate action.
- **Avoidance of workplace accidents** – Reviewing workplace incidents and accidents to determine any trends and underlying causes.

In addition, actions under the following themes will be developed and implemented through the Healthy Working Lives Steering Group to promote employee health and wellbeing issues in accordance with the council's commitment to maintaining the gold standard under Scotland's Healthy Working Lives initiative.

- **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** - Encourage employees to look after their mental health by providing learning opportunities, promoting positive choices and through the provision of counselling.
- **Smoking Awareness** – Encourage employees to reduce tobacco use by providing appropriate information and support activities.
- **Alcohol and Drugs** – Provide employees with information on health issues associated with the misuse of alcohol and drugs.
- **Health Inequalities** - Gather information to increase awareness of health inequalities in the council and target activities to address these issues.

### 4. Policies and Procedures

The Framework is supported by a number of policies and procedures that set out how employee health and wellbeing is perceived and managed by the council. These policies are reviewed at least every 5 years to ensure they continue to be fit for purpose and reflect the approach outlined in the Framework. A list can be found in

**Appendix 2.** These policies fall into 3 key areas:

- **Health and Safety** – The application of the council’s Occupational Health and Safety Policy including risk assessments, safe working practices and the provision of training.
- **Supporting Attendance** – The application of the policy and procedure including support from Human Resources and the council’s Occupational Health provider.
- **Supporting Employee Wellbeing** – The application of policies on equality in employment, organisational change, grievance, family care and flexible working.

## **5. Resources**

Council teams specifically engaged in supporting the development and delivery of the Framework include:

- Healthy Working Lives Steering Group
- Human Resources Service
- The council’s occupational health provider
- Health Improvement Team (CHCP) (delivers training to all West Lothian citizens)

Support is also available from external sources including the NHS and relevant charities.

## **6. Actions**

The main actions to achieve the aims of the Framework are set out below.

### **6.1. Council Wide Actions**

An annual council wide action plan (Appendix 4) will be developed by Human Resources in partnership with the Healthy Working Lives Steering Group and will include:

- Review and development of relevant policies and procedures.
- Provision of management information including sickness absence statistics.
- Publication and provision of health improvement and Healthy Working Lives events, campaigns and information.
- Provision of healthy eating options in council-run catering facilities.

## **6.2. Service Actions**

Services will produce annual employee health and wellbeing action plans. These plans will take account of specific issues that relate to the employees within the service and will be informed by the relevant employee wellbeing profiles.

Actions at service level will be aligned to established health and safety arrangements and will be agreed by service management teams with co-ordination being provided through Healthy Working Lives representatives.

Actions will include:

- Reviewing sickness absence information on a monthly basis
- The annual updating of employee wellbeing profiles which highlight relevant employee wellbeing data.
- Agreeing and delivering of an annual service action plan.
- Working with the council's occupational health provider.
- Developing targeted programmes and events appropriate for their service employees.
- Effectively applying the Supporting Attendance Policy, proactively identifying employee wellbeing issues, offering support and information as appropriate.

## **6.3. Employee Actions**

Employees are expected to:

- Seek advice promptly about fitness to work when symptoms arise
- Raise issues that affect their health and wellbeing or that of their colleagues with their line manager, Human Resources or member of the senior management team.

Employees are encouraged to:

- Take advantage of the council's occupational health services for advice and access to physiotherapy and counselling service provided.
- Engage with wellbeing events and opportunities provided by the council.
- Take advantage of health promotion and advice, guidance and information provided.

- Take advantage of employee benefits such as discounted gym memberships and access to bicycles.
- Share ideas for promoting health and wellbeing in the workplace.

## **7. Communication with Employees**

In addition to the requirements set out in the council's Employee Engagement Framework, communication with employees to publicise events/ opportunities and to provide specific health and wellbeing information will include:

- Regular articles in Inside News.
- Information/ events being advertised/ displayed on council noticeboards.
- Information on events published on the council's intranet page.
- Information cascaded from service management teams.
- The provision of appropriate information by managers at return to work interviews.
- Information from Human Resources.
- Information from service representatives of the Healthy Working Lives Steering Group.

## **8. Monitoring**

Progress achieved through action plans will be reported to the HR Programme Board and integrated into existing service processes for monitoring and managing employee health issues and concerns. The HR Programme Board will conduct scheduled reviews to ensure that the council remains on track to deliver the agreed actions.

Group	Governance Role	Frequency
Healthy Working Lives Steering Group	Identifying employee health issues and developing council wide and service action plans.	Quarterly
Human Resources Management Team	Review council wide employee health information and sickness absence trends to highlight concerns. Review the provision of support and information to services.	Monthly
Service Management Teams	Review service sickness absence levels, trends and employee health concerns to determine appropriate action.	Monthly
HR Programme Board	Reviewing the framework and progress against action plans in relation to the People Strategy.	6 Weekly
Corporate Management Team	Approve strategies, policies and reports for PDSP and Council Executive.	As required.
Local Negotiating Committee for Teachers (Teaching Unions)	Consult on devolved conditions of service including policy development to reach agreement on a range of matters not subject to national bargaining.	6 Weekly
Conditions of Service Joint Working Group (Non-Teaching Unions)	Formal discussion and consultation forum with the recognised trade unions on all aspects of employment policy development and applications of terms and conditions of service.	Monthly

## 9. Evaluation

Service sickness absence PI's will be reviewed and analysed monthly using the data provided by Human Resources. Any other relevant PI's that services have in relation to health and safety should also be considered when evaluating progress.

The council wide PI's detailed below will be used to track progress in achieving the aims of the framework.

<b>Performance Indicator Name</b>	<b>2018 Performance</b>	<b>2023 Target</b>
Percentage of employees returning to normal monitoring under sickness absence.	65%	85%
Percentage of employees who strongly agree or agree that they feel valued and recognised for the work that they do.	61%	85%
Percentage of employees who in the last 12 months, strongly agree or agree that they have not experienced discrimination at work in relation to sex(gender), gender reassignment, age, religion, or belief, disability, sexual orientation, race, pregnancy or maternity.	90%	100%

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

## **10. Appendices**

Appendix 1 - Healthy Working Lives, Gold Action Plan

Appendix 2 - Council Policies (Employee Wellbeing)

Appendix 3 – Employee Health Profile Information

Appendix 4 – Annual Service Action Plan

Appendix 5 – Annual Corporate Plan

Approved at PMAB June 2014

Revised September 2018

## Appendix 1 - Healthy Working Lives - Gold Action Plan

Criteria	Action	Person Responsible	Date
<b>Bronze Criterion 1 – Address Healthy Working Lives in the organisation</b>			
Working group			
Roles and responsibilities			
<b>Bronze Criterion 2 – Address health, safety and wellbeing needs in the organisation (Supporting attendance and avoiding accidents will be picked up in the Silver criteria)</b>			
Employee Consultation			
Health, safety and wellbeing action plan developed from results			
Employee Training			
<b>Bronze Criterion 3 – Raise awareness of Healthy Working Lives</b>			
Provide three health, safety and wellbeing information campaigns			
Provide two health, safety and wellbeing activities			
Provide one mental health awareness activity			
<b>Bronze Criterion 4 – Smoking policy</b>			
Smoking policy and awareness raising			
<b>Silver Criterion 1 – Alcohol and drugs policy</b>			
Alcohol and drug policy and awareness raising			
<b>Silver Criterion 2 – Supporting Employee Attendance</b>			
Supporting attendance policies and procedures and awareness raising			

Supporting pre-retirement employees			
Risk assessing and supporting breastfeeding mothers			
<b>Silver criterion 3 – Avoid accidents in the organisation</b>			
Recording, reporting and investigating policies and procedures			
Analysing trends			
Investigation and taking action			
<b>Silver criterion 4 – Healthy eating</b>			
Self assessment questionnaire (catering only)			
Annual information campaign/activity			
Opportunities for healthy eating			
<b>Silver criterion 5 – Physical activity</b>			
Promote awareness annually through campaign/activity			
Opportunities for physical activity			
<b>Silver criterion 6 – Mentally Healthy Workplace Training for Managers</b>			
Programme of training for managers			
<b>Gold criterion 1 – Prepare a Healthy Working Lives strategy and rolling action plan</b>			
Three year strategy			
Statement of commitment			
Action plan			
<b>Gold criterion 2 – Benchmarking</b>			
Bencharning activity and reporting			

<b>Gold criterion 3 – Health inequalities</b>			
Activity to tackle health inequalities in the workplace			
<b>Gold optional criteria 4 – select one of the following</b>			
4a) Stress risk assessment/audit			
4b) Promote community health, safety and wellbeing			
4c) Lifestyle checks			
4d) Health and the environment			
4e) Equality and Diversity			
4f) Mentoring			
4g) Organisation-led criterion			

## Appendix 2 - Council Policies (Employee Wellbeing)

Policy/Procedures	Implementation Year	Last Review Date
West Lothian Council Occupational Health and Safety Policy	2004	Jan 2018
Supporting Attendance	1998	Jun 2018
Substance Misuse	2004	Dec 2014
Tobacco	1996	Sept 2015
Personal Safety at Work	2002	Jan 2013
Disability Equality	1999	Apr 2013
Employee Mental Wellbeing (previously Managing Stress At Work)	2003	May 2016
Family Care	1996	Apr 2015
Flexible Working Hours Scheme	1996	Aug 2013
Workforce Management (Managing Organisational Change)	2002	Jan 2013
Recruitment and Selection	2000	Jul 2014
Whistle Blowing	2000	Sept 2013
Grievance	1996	Aug 2014
Bullying and Harassment (previously Fair Treatment)	2002	Oct 2013

### Appendix 3 –Employee Health Profile

Employee Health Profile Information	
Human Resources will provide:	Healthy Working Lives Representative will collect:
<p><b>Workforce Information:</b></p> <ul style="list-style-type: none"> <li>• Age</li> <li>• Gender</li> <li>• Employment Status</li> </ul> <p><b>Absence Information:</b></p> <ul style="list-style-type: none"> <li>• Percentage rates</li> <li>• Reasons for absence</li> <li>• Occupational Analysis</li> <li>• Short term absence</li> <li>• long term absence including average length</li> </ul> <p><b>Feedback on Employee Survey</b></p>	<p><b>Accidents:</b> (From RIVO)</p> <ul style="list-style-type: none"> <li>• Number of accidents</li> <li>• Number of reportable accidents</li> <li>• Total days lost</li> <li>• Causes of accidents</li> <li>• Occupational Analysis</li> </ul> <p><b>Occupational Hazards:</b></p> <ul style="list-style-type: none"> <li>• Shifts, Lone Working, Manual Handling, Hazardous Substances</li> <li>• Planned changes, restructuring, new legislation etc...</li> </ul> <p><b>Control Measures Established:</b></p> <ul style="list-style-type: none"> <li>• Training for employees</li> <li>• Governance for ensuring safe systems of work</li> <li>• Risk assessments relating to areas of higher sickness absence or accidents</li> <li>• Action plans from Health and safety audits</li> </ul> <p><b>General Wellbeing</b></p> <ul style="list-style-type: none"> <li>• Feedback on targeted health promotion</li> <li>• Level of Employee engagement with HWL</li> </ul>

## Appendix 4 – Service Action Plan Template

Annual Service Action Plan Template						
Core Actions	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Review sickness absence rates	Analysis of absence trend data and identify areas where absence is increasing or above target. Review statistics for long term v short term absence.	Reduction in absence rates	Head of Service			Planned
Analyse reasons for absence	Identify most common reasons for absence and take action to address these areas.	Targeted activity to address most common reasons for absence	Head of Service			Planned
Identify occupational hazards and existing health concerns	Consider specific occupational hazards e.g. night working, lone workers, working with chemicals or heavy equipment etc. and review against sickness absence and accident statistics.	Occupational causes that have an negative impact on employee health are identified and action taken	Head of Service			Planned
Review accidents and their causes	Review accidents particularly in relation to causes and resulting sickness absence.	Decrease in the number of accidents	Head of Service			Planned
Review Risk Assessments	Review existing risk assessments that relate to areas with higher levels of sickness absence or accidents.	Risk assessments and control measures are up-to- date and accurately reflect working methods and environment	Head of Service			Planned

Core Actions	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Review existing control measures	Ensure control measures are in place which support service specific health and safety issues	Decrease in absence, number of accidents and improved employee survey feedback	Head of Service			
Consider actions from Health and Safety Audits	Correlate health and safety actions identified by audits to other areas reviewed as part of this planning process	Action plan is aligned to identified health and safety issues	Head of Service			
Analyse health promotion activities	Review health promotion activities and consider impact on employee health	Decrease in absence levels	Head of Service			
Consider Employee Survey feedback	Consider employee survey feedback and any other staff feedback that relates to employee wellbeing	Increase in employees who feel valued, engaged and treated fairly	Head of Service			
Identify any generic employee health issues	Consider the profile of the workplace and identify areas for providing support and information to employees i.e. an older male workforce will have a higher risk of prostate disease.	Healthy Working Lives events and information are targeted to appropriate employee groups	Head of Service			

## Appendix 5 – Corporate Action Plan Template

Annual Corporate Action Plan Template						
Core Actions	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Produce monthly sickness absence statistics	Analysis of absence trend data and identify areas where absence is increasing or above target. Review statistics for long term v short term absence.	Reduction in absence rates	HR			
Analyse reasons for absence	Identify most common reasons for absence and take action to support employees	Targeted activity to address most common reasons for absence	HR			
Review Policies	Review relevant policies to ensure they reflect their effectiveness and current good practice	Policies that are effective and in supporting employee wellbeing	HR			
Identify occupational hazards and existing health concerns	Consider specific occupational hazards e.g. night working, lone workers, working with chemicals or heavy equipment etc.	Occupational causes that have an negative impact on employee health are identified and action taken	Health and Safety			
Review accidents and their causes	Review accidents particularly in relation to causes and resulting sickness absence.	Decrease in the number of accidents	Health and Safety			
Promote employee health and wellbeing	Provide events and health promotion to support employee wellbeing	Raised awareness in workforce	Healthy Working Lives Group			