Item 3

29th February 2024

Glasgow City Council

Wellbeing, Empowerment, Community, Citizen Engagement & General Purposes City Policy Committee

Report by Christine Brown, Head of Human Resources

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Staff Health and Wellbeing Strategy 2021-2024 Update

Purpose of Report:

To provide the Committee with an update on the Health and Wellbeing Strategy from October 2022 to present.

Recommendations:

It is recommended that the committee

(1) Note the contents of this report; and

(2) Support the continued delivery of the Strategy.

Ward No(s): Local member(s) advised: Yes ☐ No ☐	Citywide: ✓ consulted: Yes ☐ No ☐

1 Background

1.1 The Council's Staff Health and Wellbeing Strategy (2021-2024) aligns to Outcome 10 of the 14 agreed Council Family Equality Outcomes which is to ensure that staff are supported to have improved mental and physical health and wellbeing. The Strategy is supported by a political commitment and annual budget of £20k.

1.2 This report provides an overview of key activities undertaken as part of our Strategy in the 15 months, since this committee was last updated in September 2022.

1.3 For the purpose of this report, we have listed the key activities and outcomes under each of the following six organisational aims which form our strategic approach:

1) Creating a positive and healthy working environment, engaging in the Healthy Working Lives framework';
2) Delivering the necessary health, safety, and wellbeing factors relevant to a physically and psychologically safe workplace;
3) Engaging all staff in easy to access opportunities and resources to champion their own health and wellbeing;
4) Working with our expert partners to continually improve our arrangements;
5) Meeting the health and wellbeing needs of our diverse workforce;
6) Supporting staff attendance using our workforce data to design meaningful staff supports that make a difference.

2 Key activities & outcomes

2.1 **Strategic Aim 1** - Creating a positive and healthy working environment, engaging in the Healthy Working Lives (HWL) framework. Despite the Healthy Working Lives Award coming to an end in April 2023, we continue to work closely with Healthy Working Lives to ensure that our arrangements align to the best practice framework in workplace health and wellbeing support. Activities undertaken include:

- Delivery of our annual corporate health & wellbeing communication plan through regular corporate staff news updates designed to improve the health literacy of our workforce, whilst encouraging staff to engage in a holistic range of events and activities to support their wellbeing;
- Promotion of national public health campaigns led by Scottish Government, Public Health Scotland and NHS Scotland - raising awareness of key health improvement areas and ensure that Council staff are signposted to the latest recommended health information and support;
- Delivery of our tried and tested model health and wellbeing roadshows, engaging over 300 staff across various Council services and sites - tailored to meet local staff needs and asks, and facilitated by service staff in partnership with our expert partners including PAM Assist, Glasgow

Alcohol and Drug Service, Home Energy Scotland, Step Change Debt Charity, Glasgow Credit Union, and Hospital Saturday Fund;

- Provision of PAM Occupational Health checks to 115 staff in NRS parks and depots - checking pulse, blood pressure, and cholesterol as well as discussing health related issues and concerns. Almost half of participants were referred to their GP due to high blood pressure or cholesterol levels - proving to be a positive means for early intervention to improve long term health outcomes;
- Provision of cost of living support including the development of a financial wellbeing page on our staff updates webpages, and a help sheet signposting staff to trusted support;
- Facilitating staff access to affordable monthly seated massage therapy sessions in our city centre wellbeing rooms, resulting in 255 sessions purchased and attended by staff in the past 15 months;
- Promotion of discounted Glasgow Club membership, enabling staff to sign up to the FitClub for £10 per month instead of the standard rate of £27. The offer also enables existing members to apply for the discount and reduce their monthly fee;
- Promotion of staff access to discounted fruit and vegetables through local city market supplier - providing staff with affordable healthy eating options at work and at home;
- Delivery of our own bespoke six-week Autumn 2022 Council staff step challenge in partnership with Scottish charity 'Paths for All' to encourage and support a fully inclusive approach to enabling staff engagement in physical outdoor activity through walking or wheeling. Approximately 150 staff took part across 30 teams.

2.2 **Strategic Aim 2** - Delivering the necessary health, safety, and wellbeing factors relevant to a physically and psychologically safe workplace.

2.2.1 Over 640 staff, managers, and HR representatives have attended training as part of our tailored programme to support a psychologically safe workplace including:

- Scottish Action for Mental Health (SAMH) training in managing mental health in the workplace such as 'mental health in the workplace guide for managers', 'having mental health conversations', 'managing stress', and 'using wellness action plans';
- Cruse Scotland 'supporting bereavement friendly workplaces' training for managers on supporting their teams, and 'grief awareness' for staff;
- Compassionate management' training designed and delivered by our Corporate Organisational Development team to support managers to respond compassionately to people management challenges;
- 'Building resilience' and 'managing emotional triggers' training delivered by our Employee Assistance Provider.

2.2.2 Wellness Action Plan (WAP) training was delivered to 120 NRS managers and supervisors who are rolling out the use of the WAP as a tool to help facilitate conversations with their team members and support their wellbeing.

2.2.3 In response to requests from services for improved staff awareness and access to internal and external mental health support, we collaborated with corporate and local service communication teams to produce a staff 'mental health support' poster and signposting resource. The signposting resource was equipped with a QR Code to provide staff with quick scan, fingertip access to recommended mental health support routes.

2.2.4 The Council's commitment to supporting staff health, safety and wellbeing was reinforced through our active engagement in organisational campaigns including:

- 'Time to Talk Day' - an annual mental health campaign led in Scotland by our workplace partners See Me, to reduce mental health stigma by helping to create safe and supportive environments where people can talk openly about mental health and feel empowered to seek help when they are struggling. During our extended week-long 'Time to Talk' campaign, we encourage all Council staff to take a moment out of their busy week to have a conversation with a colleague about mental health. Each year, we share resources, tools and strategies to help approach and facilitate mental health conversations in a positive way - during and beyond the Time to Talk campaign;
- 'Confide in Someone' - our workforce campaign delivered each year to raise awareness, highlight available support, and encourage staff to speak up and seek help if they are affected by Bullying & Harassment, Alcohol, Drug or Gambling related harms. Our 'Confide in Someone' campaigns assist in reminding and signposting managers and staff to our employment support policies, tools and resources. Our employment policy arrangements, resources and support are shared widely through email communications, staff news updates, headline banners on our intranet landing page, QR coded posters featuring our EAP helpline, leaflets, contact cards, and notices on depot OneLAN screens.

2.2.5 The Council also has an important role to play as an employer in understanding, responding to, and supporting people affected by trauma and adversity. Staff can access the Scottish Government's National Trauma Training Programme (NTTP) resources on our GOLD eLearning platform as part of our organisational commitment to develop a trauma informed and responsive workforce. To date, over 4000 staff have completed the training required to meet level one of the Scottish Government Roadmap.

2.2.6 We have continued to promote the world's leading suicide prevention training SafeTALK and ASIST in partnership with GHSCP and GGC NHS, to equip select staff with important life skills so they can intervene to support individuals at risk inside and outside of the workplace.

2.2.7 Staff have been actively signposted to a range of online mental health awareness training opportunities available to them including:

- Monthly health awareness webinars delivered by our Employee Assistance Provider, PAM Assist, including ‘managing stress’ and ‘supporting colleagues affected by cancer’, ‘suicide awareness’ and ‘having supportive conversations about suicide’;
- Monthly mental health support webinars delivered by our workplace partners Able Futures; including ‘compassionate leadership’, ‘managing mental health and burnout’;
- Healthy Working Lives (HWL) training for managers and HR in areas such as ‘combatting sedentary working by keeping staff active at work’, ‘supporting staff with long-term health conditions’, ‘supporting staff with money worries impact them at work, and ‘supporting mentally healthy workplaces’;
- See Me e-learning programme - helping managers and staff learn how mental health stigma impacts people in work, and about good practice at every stage of working life. Modules include: stigma and discrimination in work, disclosing a mental health problem in work, returning to work - reasonable adjustments;
- The NHS Education for Scotland (NES) online psychosocial mental health and wellbeing support including the personal wellbeing planning tool, and psychological first aid e-learning course on the TURAS training platform;
- The new Health and Safety Executive (HSE) e-learning programme which was created as part of the HSE’s Working Minds campaign to prevent work-related stress;
- Unfortunately, we do not have Council staff uptake figures on these learning opportunities as they are accessed externally and delivered by third-party organisations.

2.3. **Strategic Aim 3** - Engage all staff in easy to access opportunities and resources to champion their own health and wellbeing.

2.3.1 We have continued to work in collaboration with our colleagues in corporate and service communications to ensure that health and wellbeing information, resources and support is accessible to all staff including those who are non-pc facing. Since the last update, this has included:

- Providing information on select health and wellbeing campaigns and events through our evolving ‘workforce wellbeing support’ page - our central online hub where staff can access all our wellbeing information, resources and engagement opportunities from any device with internet access;
- Promotion of our corporate branded digital banners, signposting staff to internal and external wellbeing resources and support;
- Delivery of an engaging programme of educational health and wellbeing content for the digital OneLAN screens in NRS depots;
- Wider sharing of our wellbeing posters with QR code access to wellbeing resources and support;
- Promoting internal and external mental health and wellbeing support routes through Council IT screensavers, ensuring that all pc-facing staff

across Council services are reminded of, and signposted to these on a regular basis.

2.4 **Strategic Aim 4** - Work with our expert partners to continually improve our arrangements.

2.4.1 Despite the NHS Healthy Working Lives Award Scheme coming to an end in April 2023, we continue to work closely with the GGC NHS and Healthy Working Lives in addition to our other partners, to ensure that our arrangements continue to align to the best practice framework in workplace health and wellbeing support.

2.4.2 We continue to keep abreast of the latest workplace health and wellbeing initiatives and training opportunities through our ongoing engagement with the Scottish Government Health and Wellbeing Champions Network, the Supporting Mentally Healthy Workplaces: National Learning Network for Employers, the Health and Social Care Partnership Staff Mental Health Network, and the Glasgow City Suicide Prevention Partnership.

2.4.3 We continue to work in partnership with the Council's Occupational Health Service, delivered by PAM, to provide effective early intervention and support solutions for staff to keep them well and productive at work.

2.4.4 The Council has procured a new Employee Assistance Programme (EAP), also delivered by PAM. With our Occupational Health and Employee Assistance Service now being delivered by the same provider, this will hopefully enable a more informed, joined up service and approach to supporting our workforce.

2.4.5 Since the start of the new contract in April 2023, there has been a steady increase in support being provided to staff - from 180 incidences of staff support recorded in the first couple of months of the new contract, rising steadily each month to reach a peak of 856 incidences of support reported in December 2023. The EAP statistics highlight mental health as the top reason for staff contacts each month. This correlates with our organisational absence statistics highlighting psychological absence as the biggest reason for both short and long-term staff absence.

2.4.6 PAM Assist also provide a staff Wellbeing App to help engage staff in health and wellbeing improvement activities in their own time and privacy. To date, over 600 staff have downloaded the Wellbeing App where they can create their own personalised wellbeing improvement plan - accessible from the palm of their hand on their own or work hand held device.

2.4.5 Following a Council-wide launch, we have continued to regularly promote the EAP service through information sessions and other staff engagement activities, all staff communication routes, and through our employment policies and supporting guidance.

2.4.6 We continue to work in partnership with Able Futures who deliver the Access to Work mental health support service on behalf of the Department of Work and Pensions. The service offers 9-months of free, confidential, one-to-one,

work-focused support for staff with mild to moderate mental health challenges to help them stay well and in work.

2.4.7 We have raised awareness of Able Futures through a series of information sessions, and 'virtual appointment days', which provide staff with the opportunity to book a telephone appointment to talk in confidence with a qualified mental health professional. In data provided by Able Futures, over 450 staff have been referred to the Access to Work programme. Whilst Able Futures are unable to disclose further information due to data protection restrictions, we are hearing very positive feedback anecdotally from HR colleagues conducting absence case reviews and from staff stories during health and wellbeing roadshow engagement.

2.4.8 The Council has successfully maintained its' status as an 'official workplace partner' of See Me in recognition of the good work done to reduce mental health stigma in the workplace, in line with the good practice indicators set out in the national 'See Me in Work' programme. We are currently working with See Me on some case studies to share our knowledge, ideas and experience with other Scottish employers.

2.4.9 To support staff financial wellbeing, we continue to work in partnership with:

- Glasgow Credit Union (GCU): who offer Glasgow City Council staff with a range of financial benefits including low-cost loans, member discounts and competitive deals on mortgages and insurance. Since October 2022, 564 staff joined GCU and £91 is the average value saved by new staff members each pay day;
- Glasgow Helps: who provide free information and advice on issues such as food, utilities, income maximisation, housing, homelessness and much more to help staff access the right help at the right time and place;
- Hospital Saturday Fund: who offer staff access to a health cash plan as an easy and affordable way to help spread the cost of health care not covered free by the NHS.

2.5 **Strategic Aim 5** - Meet the health and wellbeing needs of our diverse workforce

2.5.1 Since our last update, in which we notified Committee members of the development and launch of our newly refreshed and updated Alcohol and Drugs and Gambling Harms Support policies, the implementation and continued promotion of these policies is ongoing. Key activities to date include:

- Co-signing of the Employer's Charter with Unite in agreement to commit to working together to support the health and wellbeing of staff experiencing gambling harms, to help reduce sickness and absence, and assist staff who want or need to change their relationship with gambling;
- Delivery of tailored training in partnership with Scottish Drugs Forum (SDF) initially with a focus on upskilling approximately 100 NRS managers, supervisors, HR and trade union representatives in supporting staff manage alcohol and drug in line with our policy;

- Virtual and face to face alcohol and drug awareness sessions delivered to approximately 190 NRS staff;
- Promoting access to managing alcohol and drugs in the workplace training delivered by Alcohol Focus Scotland;
- John Hartson Foundation gambling addiction workshops were delivered to NRS staff as part of a national gambling harm prevention training pilot led by COSLA, Solace and GamCare. A high proportion of the 80 staff who attended the workshops disclosed that they were affected by gambling either directly, or indirectly as an 'affected other' through a friend or family member;
- 'One Last Spin' gambling harms sessions were delivered to 110 staff;
- Delivery of the Council's 'Confide in Someone' communications campaign including distribution of posters and depot screen notices with our dedicated 24/7 Employee Assistance Service helpline number for staff affected by alcohol, drugs or gambling addiction;
- We will continue to work with unions and our third sector partners including Citizen's Advice Scotland, GamCare, John Hartson Foundation, Gamblers Anonymous, Alcohol Focus Scotland to continuously improve our arrangements to support staff.

2.5.2 New Neonatal Care Leave and Pay arrangements, approved by the City Administration Committee in August 2023, have been implemented ahead of new legislation expected in 2025 to support employees who have premature or sick babies in neonatal care. Our Conditions of Service and supporting guidance have been updated to reflect the additional support available and together with service HR, we are continuing to support affected staff on a case by case basis and our provisions of up to 16 weeks additional paid leave for all affected eligible parents, exceed the forthcoming statutory minimum and are the most generous of other employers we benchmarked against. For more information read the Committee Report here.

2.5.3 A series of Prostate Scotland Workshops were delivered and attended by over 130 staff in various locations across the Council in partnership with Prostate Scotland and with support from an Elected Member as lived experience volunteer to raise awareness of the disease and support routes.

2.6 Strategy Aim 6 - Support staff attendance using our workforce data to design meaningful staff supports that make a difference.

2.6.1 All corporate health and wellbeing activity is now closely linked to frontline attendance data. Our 2023/24 corporate training programme was informed by a training needs analysis, focusing on frontline service attendance data, and working with service HR and attendance management teams to ensure our activities are aligned to service attendance data and tailored to meet specific staff needs.

2.6.2 Extensive efforts have been focused on progressing this by the Strategic Absence Management Forum in collaboration with the data team to ensure

that attendance statistics are available consistently across all services, whilst also enabling services to devolve data for more detailed analysis. In turn, this enables service HR teams to better tailor their health and wellbeing solutions to staff needs.

2.6.3 Some good examples of this were delivered specifically in NRS through their service health and wellbeing action plan, and are detailed in the NRS People Committee Report which can be viewed here. The NRS People project carried out an employee engagement survey and the results were delivered to committee then. Another example of where we have engaged staff and reviewed feedback survey data to inform successful health and wellbeing approaches and initiatives.

3. 2024 - final year of our strategy

3.1 Progress to date has been strong and, as we enter into the final year of our Health and Wellbeing Strategy 2021-24, we are on track to achieve the six strategic aims. In doing so, we will continue to meet key political priorities set out in the Council's Strategic Plan as recently highlighted in the most recent Operational Scrutiny Committee report which can be read here.

3.2 Whilst much of our initial focus has been on the NRS People project in NRS, those local activities have since become well established and are on course to continue. We are now working with our Chief Executive, Finance, and Education services on their service action plans and activities informed by lessons learned.

3.1 We will complete the delivery of our Health and Wellbeing Strategy this year, which will be closely followed by the conclusion of the Equality, Diversity and Inclusion Strategy in 2025. We then intend to take stock of our strategic activities, with a view to determining the best approach to take from 2025 onwards.

7 Policy and Resource Implications

Resource Implications:

Financial:	Financial resources required are covered by agreed budgets
Legal:	N/A
Personnel:	N/A
Procurement:	N/A

Council Strategic Plan:	Grand challenge 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.
Equality and Socio-Economic Impacts:	
Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.	*Yes, it supports the Equality outcome number 10.*
What are the potential equality impacts as a result of this report?	Positive Impact
Please highlight if the policy/proposal will help address socio-economic disadvantage.	N/A
Climate Impacts:	
Does the proposal support any Climate Plan actions? Please specify:	N/A
What are the potential climate impacts as a result of this proposal?	N/A
Will the proposal contribute to Glasgow's net zero carbon target?	N/A
Privacy and Data Protection Impacts:	
Are there any potential data protection impacts as a result of this report	N/A
If Yes, please confirm that a Data Protection Impact Assessment (DPIA) has been carried out	

8 Recommendations

1 For committee to note the contents of the report
2 For committee to support the continued implementation of the Staff Health and Wellbeing Strategy 2021-2024